

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Thursday, April 21, 2011 at the hour of 9:00 A.M. at John H. Stroger, Jr. Hospital of Cook County, 1901 W. Harrison Street, in the fifth floor conference room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Carvalho called the meeting to order.

Present: Chairman David Carvalho and Directors Quin R. Golden and Luis Muñoz, MD, MPH (3)
Board Chairman Warren L. Batts (Ex-Officio) and Director Hon. Jerry Butler

Absent: Directors Heather O'Donnell, JD, LLM and Jorge Ramirez (2)

Additional attendees and/or presenters were:

Michael Ayres – System Chief Financial Officer
Jackie Edwards - PricewaterhouseCoopers
Claudia Fegan, MD - Ambulatory and Community
Health Network of Cook County (ACHN)
William T. Foley – System Chief Executive Officer
Hon Bridget Gainer – Cook County Commissioner
Gina Goodson-Allen – System Director of Recruitment
and Talent Management
LaVerne Hall – Cook County Office of Contract
Compliance
Helen Haynes – Office of the System General Counsel
Daniel Howard – System Chief Information Officer
Jeanene Johnson – System Director of Performance
Improvement

Roz Lennon – System Chief Clinical Officer
Dorothy Loving – System Executive Director of
Finance
Tariq Malhance – Cook County Chief Financial Officer
Terry Mason, MD – System Chief Medical Officer
John Morales – John H. Stroger Hospital of Cook
County
Deborah Santana – Secretary to the Board
Nita Stith – Supply Chain Management
Anthony J. Tedeschi, MD, MPH, MBA – System Chief
Operating Officer
Greg Wass – Cook County Chief Information Officer

II. Joint Committee Recommendation/Discussion Item

A. Discussion of Nurse Registry and Overtime Use (Joint discussion to be held with Human Resources Committee)

Note: Due to timing issues, a joint discussion between the Human Resources and Finance Committees could not take place; discussion of this item took place at the end of this meeting, following the discussion and consideration of the other items on the agenda.

Jeanene Johnson, System Director of Performance Improvement, provided a presentation on labor performance monitoring (Attachment #1). During the presentation, Chairman Carvalho noted that of the key findings presented by Ms. Johnson, many of the issues cited would be solvable by changing the union contracts.

The following individuals presented an overview of the Overtime Review and Performance Improvement Plan (Attachment #2): Dr. Anthony Tedeschi, System Chief Operating Officer; and Roz Lennon, System Chief Clinical Officer. Gina Goodson-Allen, System Director of Recruitment and Talent Management, provided additional information regarding recruitment efforts. The Committee reviewed and discussed the information.

At approximately 12:40 P.M., Director Golden assumed the Chair. The Committee continued to receive information. It was noted that this presentation would also be made at the Board Meeting on April 29th.

III. Public Speakers

Chairman Carvalho asked the Secretary to call upon the registered speakers.

The Secretary called upon the following registered public speakers:

1. Leslie Curtis Midwest Director, National Nurses Organizing Committee
2. George Blakemore Concerned Citizen

IV. Action Items

A. Minutes of the Finance Committee Meeting, March 25, 2011

Director Muñoz, seconded by Director Golden, moved to accept the minutes of the Finance Committee Meeting of March 25, 2011. THE MOTION CARRIED UNANIMOUSLY.

B. Contracts and Procurement Items (Attachment #3)

This item was considered concurrently with Item IV(C) Supplemental Contracts and Procurement Items.

Nita Stith, Interim Deputy Director of Supply Chain, presented the requests for the Committee's consideration. She noted that request number 14 contains an error; at this time, it is currently pending review by Contract Compliance (transmittal erroneously indicates that review by Contract Compliance is not applicable). She noted that terms and conditions of the contracts are still being finalized for request numbers 7, 14 and 16; however, the fiscal impact will not change for these requests.

Additional information was provided on the requests by the following individuals: William T. Foley, Chief Executive Officer of the Cook County Health and Hospitals System; LaVerne Hall, Director of the Cook County Office of Contract Compliance; Michael Ayres, System Chief Financial Officer; Jackie Edwards, of PricewaterhouseCoopers; and Dr. Anthony Tedeschi, System Chief Operating Officer.

During the discussion of request number 7, Ms. Hall provided additional information regarding the review by Contract Compliance. She stated that Aramark has identified ten vendors that they anticipate utilizing over the course of the contract; she added that Contract Compliance will need a letter of intent from Aramark, which will detail how they will utilize the vendors. Once Contract Compliance looked at Aramark's strategy, those ten vendors represented approximately 15% of the overall spend, which is short of the goal. Aramark has been asked to give the Office of Contract Compliance some idea of other areas in which they can achieve the goal level of participation. Director Muñoz stated that the System Board's intent is for the larger firms that get the larger contracts to partner with minority firms for technical work, not just labor work; this experience will allow minority firms to be competitive in bidding for future contracts. Ms. Hall stated that the 15% participation currently represented is direct technical participation; other auxiliary areas will represent the 10% participation in order to reach the goal. Director Muñoz inquired regarding the subject of mentoring. Ms. Hall stated that she will do a capacity building initiative with Aramark. As part of the development of the strategy, a local Cook County minority business can be identified, that Aramark can mentor. Contract Compliance can track how Aramark has built the capacity of that firm over the course of the contract; these efforts can be reported back to the Committee on a regular basis.

IV. Action Items

B. Contracts and Procurement Items (continued)

Mr. Ayres provided additional information regarding request number 16. He stated that this contract will enable the System to do the physician billing project; it includes the final charge-capture bill preparation, coding, submission to third party payers, credit posting and follow-up services. He stated that, initially, these bills will go to all third-party payers, Medicare (outside of Stroger Hospital) and any self-pay patient that is deemed to pay a portion of their bill based on the CareLink charity service program. Over the next year, it will expand to include Medicare at Stroger Hospital; he noted that the contractual relationship will need to be re-arranged in order for this to happen. Following this, a review of Medicaid programs and the System's relationship with them will take place, to determine whether or not the System wants to change to direct billing for physician services. Further discussion took place on the fixed/contingency fee spread, and whether the System can build up the capacity internally. Mr. Ayres stated that the pricing compared favorably to the other responders to the request for proposals. With regard to whether the System can build up the capacity internally, Mr. Ayres stated that this is dependent on all of the other areas working better; however, he stated that, as these services requires a great attention to detail at a very granular level, he would not recommend having these services provided internally.

With regard to request number 15, Mr. Foley provided an overview of the three components related to the request. Chairman Carvalho noted that it is not unusual to have management supply contracts, for the provision of key management positions within the organization.

At this time, Chairman Carvalho asked Dr. Terry Mason, System Chief Medical Officer, to introduce Dr. Claudia Fegan. Dr. Mason introduced Dr. Fegan, Associate Chief Medical Officer of ACHN, and announced that she will be assuming the position of Interim Chief Medical Officer when Dr. Mason assumes the position of Interim Chief Executive Officer on May 7th. Director Butler requested that Dr. Fegan's biography be shared with the Board of Commissioners of Cook County.

Chairman Carvalho noted that he will be abstaining on request numbers 2, 3 and 4. Pursuant to Open Meetings Act requirements in relation to five-member bodies, which require three affirmative votes on matters by those members present, these three requests will be presented directly to the System Board for consideration at the April 29, 2011 Board Meeting, as they will not receive three affirmative votes from those three members present.

Director Muñoz, seconded by Director Golden, moved the approval of request numbers 1 through 20, with the exception of request numbers 2, 3 and 4, which will be presented directly to the Board of Directors for approval, under the Contracts and Procurement Items and Supplemental Contracts and Procurement Items. THE MOTION CARRIED UNANIMOUSLY.

Note: Request number 7 was withdrawn from consideration at the CCHHS Board of Directors Meeting on April 29, 2011.

C. Supplemental Contracts and Procurement Items (Attachment #4)

This item was considered concurrently with Item IV(B).

IV. Action Items (continued)

D. Proposed Resolutions – authorizing signatory updates for bank accounts for John H. Stroger, Jr. Hospital of Cook County (Attachment #5)

Director Golden, seconded by Director Muñoz, moved to approve the proposed Resolutions authorizing signatory updates for bank accounts for John H. Stroger, Jr. Hospital of Cook County. THE MOTION CARRIED UNANIMOUSLY.

E. Any items listed under Sections II, IV, V and VII

V. Recommendations, Discussion/Information Items

A. Contract Compliance Update (Attachment #6)

Ms. Hall provided an update regarding Contract Compliance. During the update, she introduced the Deputy Director of the Cook County Office of Contract Compliance, Paulette Brooks; she indicated that either she or Ms. Brooks will plan to regularly attend the Finance Committee meetings in the future.

During the discussion of the information provided in the update, Ms. Hall stated that an annual report will be provided regarding the ongoing review by Contract Compliance of minority and women-owned business enterprise (MBE/WBE) participation goals met during contract terms; she added that vendors report to the Office of Contract Compliance on this subject monthly.

Director Golden inquired whether a vendor's prior contract performance with Cook County, with regard to MBE/WBE participation, is considered as part of the review of a proposed contract. Ms. Hall stated that this is not currently reviewed; however, she stated that this can be included in the future as part of the evaluation.

Daniel Howard, System Chief Information Officer, provided additional information regarding the MBE/WBE participation on the contract with ACS Healthcare. He noted that RL Canning, a MBE/WBE firm, provides staffing and comprises 37% of the MBE/WBE participation; this amounts to approximately \$7.3 million of the total contract amount.

During the update, the subject of waivers and sole-source contracts was discussed. Chairman Carvalho requested that more information be provided when a waiver is issued. With regard to sole-source contracts, Ms. Stith indicated that this is a subject of ongoing review and discussion. She noted that there has been a decrease in sole-source contracts; she added that there is a more extensive evaluation of the clinical need when a sole-source contract is proposed, especially those that are based upon physician preference.

Chairman Carvalho noted that, pursuant to the Cook County Health and Hospitals System Procurement Policy, all ex-parte communications with regard to inquiries relating to contracts, are required to be logged by the System's Supply Chain Management. He inquired whether the County's Office of Contract Compliance maintains any similar type logs of contact. Ms. Hall responded that her office has begun logging this type of contact. She added that, in assisting vendors to identify potential MBE/WBE firms with which the vendor can partner, no fewer than three referrals are provided.

V. Recommendations, Discussion/Information Items (continued)

B. Presentation of Lawson Financial Statements through February 2011 (Attachment #7)

Chairman Carvalho introduced and welcomed Tariq Malhance, Cook County's Chief Financial Officer, and Greg Wass, Cook County's Chief Information Officer, who were present.

Chairman Carvalho noted at approximately 11:20 A.M. that a quorum was lost; he stated that the Committee would continue to receive information but would not take action on any remaining items.

Dorothy Loving, Executive Director of Finance, presented the Lawson Financial Statements through February 2011. The Committee discussed the financial statements; further discussion took place on System's challenges associated with its multi-year effort to get better financial statement information and to get the enterprise resource planning (ERP) system in place. Information was provided by Mr. Ayres describing the challenges relating to the System's efforts to implement an ERP system.

Mr. Wass provided an update on the County's activities relating to the review and selection of an ERP system. He stated that work on this subject started immediately with the new administration; this is a matter of priority for the administration. He stated that a request for information (RFI) was issued; twenty-one responses were received. He noted that one of the questions posed in the RFI related to the System's partial implementation of the Lawson System; responses to this question were varied. Following the evaluation of the information received in the responses, a request for proposals is expected to be issued in the next few months, with the expectation that the project will start by the end of the calendar year. Additionally, Mr. Wass noted that there are short-term issues that will need to be addressed.

C. Report of Open Market Purchases (Attachment #8)

Ms. Stith presented the Report of Open Market Purchases.

D. Notification of Emergency Purchases (Attachment #9)

In accordance with Part II, Section 2.8 of the Cook County Health and Hospitals System Procurement Policy that states that emergency purchases be reported to the Finance Committee no later than at its next regularly scheduled meeting, the Committee received information on the emergency purchases that have been made. Also in accordance with the Policy, a communication in writing was sent to Chairman Carvalho and Board Chairman Batts on this matter.

VI. Report from System Chief Financial Officer (Attachment #10)

A. FY2011 Budget Update

Mr. Ayres provided an update on the following subjects: Inpatient Monthly Take Rate; Inpatient Third-Party Liability (TPL) Rate; Approved Accounts – March; Emergency Department Approved Accounts; Approved Accounts – Pre- and Post-Expansion; Application Throughput and Inventory Analysis; KPI: Approved Account Aging; Cook County Approved Inventory; KPI: Remit Dollars; CCHHS Patient Cash Summary; CCHHS Medicare Cash Deposits; Transformation Benefits Dashboard; Interim Resource and Staff Augmentation; Budget Review; Coding Outsource; and Grants Management Program (overview included in Attachment #10). The Committee reviewed and discussed the information.

VI. Report from System Chief Financial Officer (continued)

With regard to the Intergovernmental Agreement with the State regarding the staffing of positions to process the System's eligibility applications, Mr. Ayres stated that the State has not yet begun to address the backlog of inventory; the State's efforts are primarily to keep up with the applications received. When the State is able to put the additional resources in place as a result of the Intergovernmental Agreement, the backlog will begin to reduce. Board Chairman Batts noted that it was his understanding that, under federal law, if a claim is over twelve months old, it expires. In response, Mr. Ayres stated that the State has approved going back to the prior months; however, the System will need to submit manual, not electronic, claims. He added that manual claims are costlier to process.

With regard to the information provided on Interim Resource and Staff Augmentation, Mr. Ayres noted that this is the commitment that PwC and the subcontractors have made to the System over the last six months; these are the individuals who should have rolled off three months ago or who have been added subsequently because the System has not been able to accomplish its goals. The challenge now is to address the problem. He stated that the System is three months past the point where these individuals should have been gone; PwC is paying for these resources and trying to figure out how to recoup their component cost when the use of these resources over an extended period was never really included in the original agreement. Internal discussions with PwC will need to take place regarding how many of these resources need to be kept for now, and at what rate. Next month, Mr. Ayres expects to return to the Committee with a recommendation regarding this matter. Chairman Carvalho recommended that Mr. Ayres provide this information to the Board, along with the information regarding the Transformation Benefits Dashboard, at the April 29th Board Meeting.

During the presentation of his report, Mr. Ayres stated that he predicts the net revenue shortfall to be between \$40 and 60 million; the next steps are to create the solution to the challenge, as there is a budget balance requirement. As a result, additional cost reductions or reductions in service mix or program offerings will need to be discussed.

The Committee discussed the subject of outplacement of coding services; Mr. Ayres stated that plan anticipates the outplacement to occur in approximately five months. He added that discussions with the unions are expected to take place to see whether the current internal coders can meet some industry standards with regard to productivity and quality; if some agreement on this can be reached, the System may reconsider the outplacement plans. The intent is to move as many resources into an outsourced vendor. Chairman Carvalho noted that the current productivity level of System coders, compared to national standards, is approximately 50%. John Morales, Chief Financial Officer of John H. Stroger, Jr. Hospital of Cook County, provided additional information on the subject. He indicated that the System has invested in the training and education of the coders to attain certification; two of approximately forty coders have become certified as a result of this investment, bringing the total number of certified System coders to eight. Following discussion, Mr. Ayres stated that he will provide an analysis of the matter.

VII. Closed Session Discussion/Information Item

A. Review of Closed Session Committee Meeting Minutes

This item was not discussed; a quorum was lost prior to its consideration.

VIII. Adjourn

As the agenda was exhausted, Acting Chairman Golden declared the meeting
ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXX
David Carvalho, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #1



April 2011

Labor Performance Monitoring

A beginning...

Office of Performance Improvement

& Department of Finance



Overview

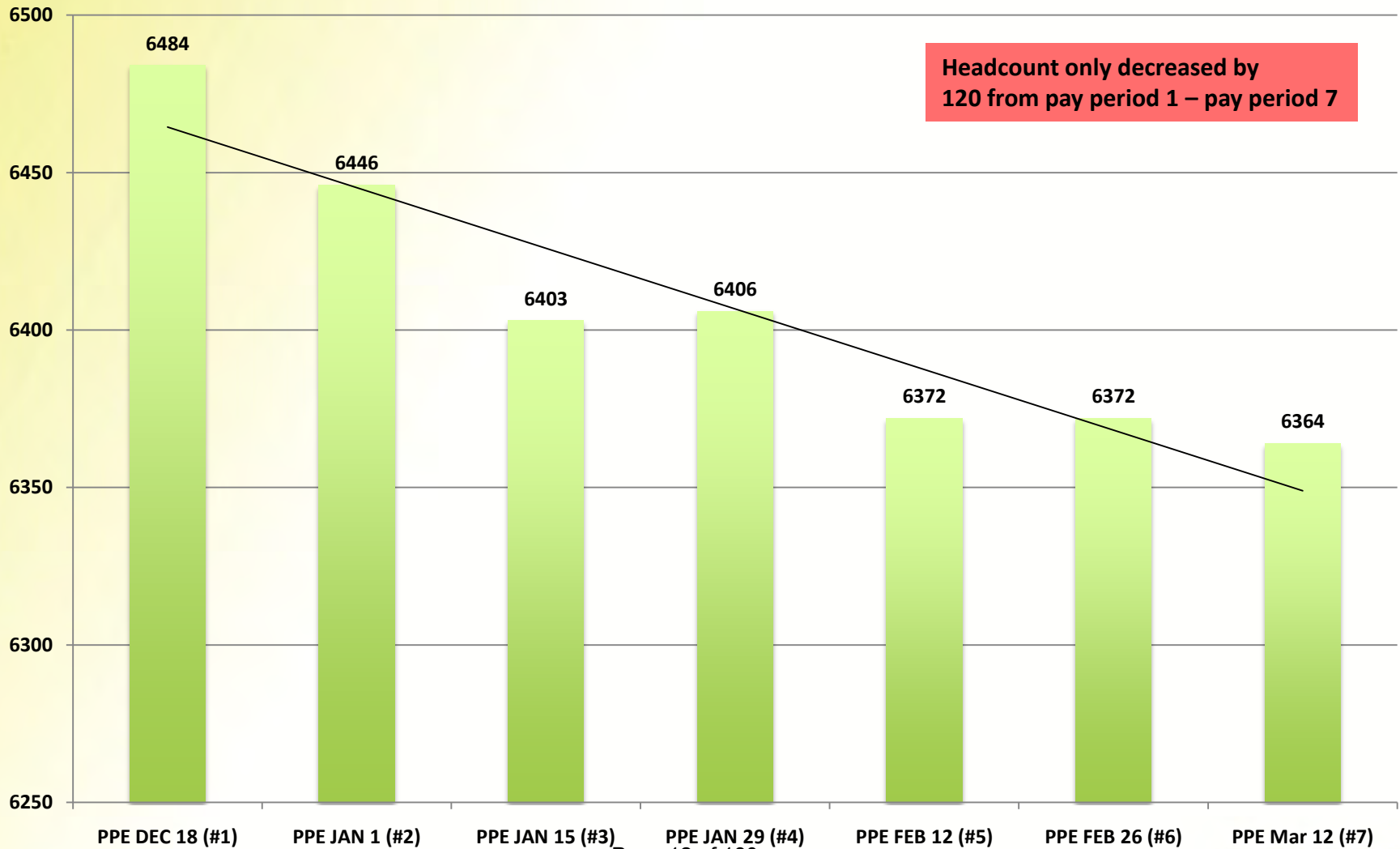
Objective	<ul style="list-style-type: none"> • Provide leadership with accurate labor performance by pay period
Available Measures Today	<ul style="list-style-type: none"> • Total headcount • Total FTEs • Overtime FTEs • Total FTE Per Adjusted Occupied Bed (“AOB”) • Productive FTE vs. Equivalent Patient Day • Total FTE Weighted Average by Hospital
Limitations	<ul style="list-style-type: none"> • Contract labor tracking
Future Development	<ul style="list-style-type: none"> • Contract labor inclusion • Case Mix adjustment • FMLA reporting • HR indicator reporting: vacancies, time-to-fill
Report Schedule	<ul style="list-style-type: none"> • Report published every two weeks and posted on Knowledge Web: Home > Finance > Financial Reports > Labor Reports • Expected submission of report 7 working days after pay date

Key Findings

- Overtime is heavily utilized to accommodate for:
 - long standing vacancies due limited ability to hire during displacement period
 - FMLA/LOA usage
 - high usage of non-productive time
 - inflexibility with scheduling
 - unmanaged overtime
- Excessive reliance on overtime across all pay periods; **averaging 484.29 overtime FTEs per pay period**
- Limited staff reductions from pay period 1 to pay period 7; most individuals affected in displacement process moved into vacant positions
- Pay period 2 & 5 showed significant use of overtime to accommodate for vacation, holidays and blizzard
- FTE per AOB measure is only a directional indicator of opportunity

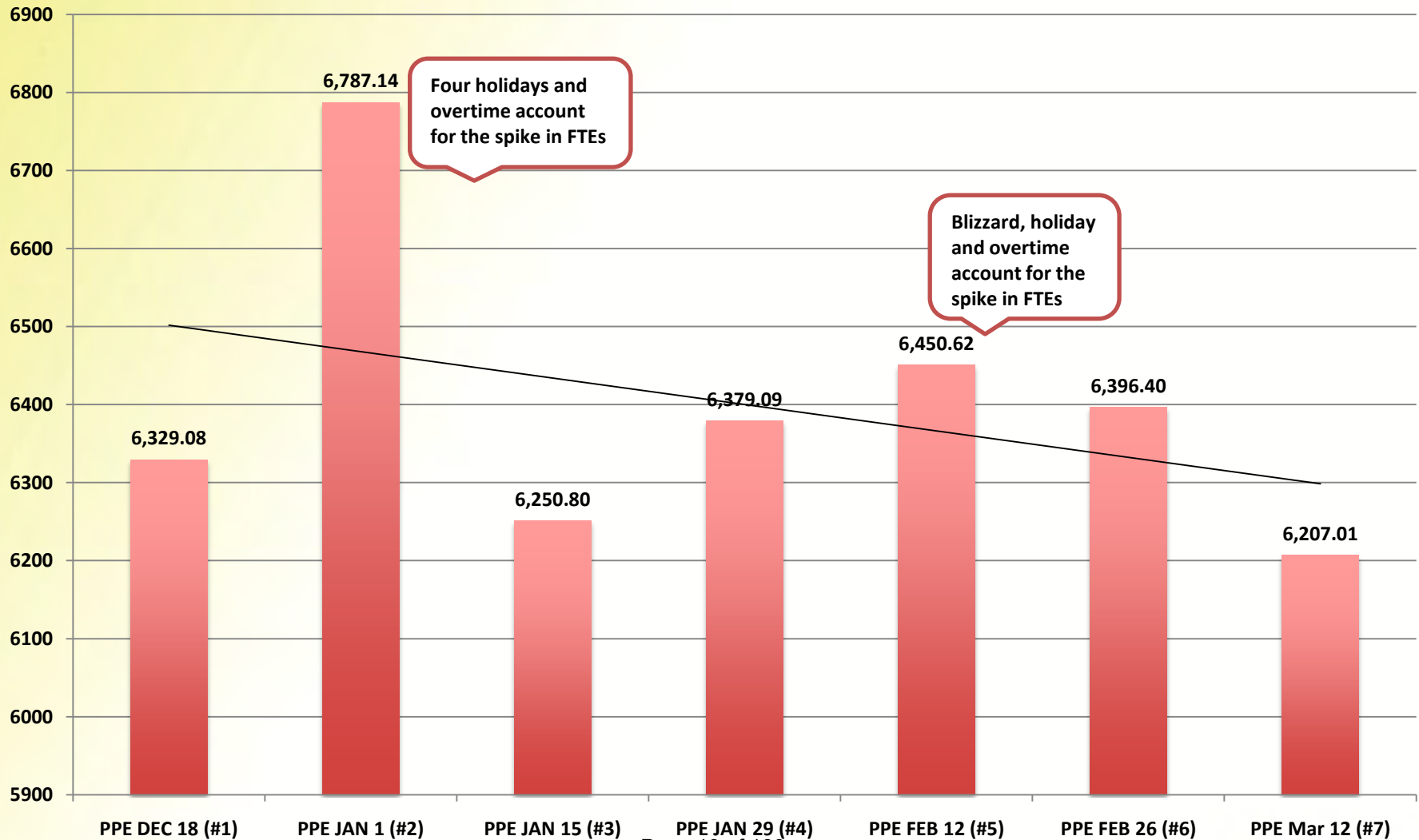
Total Headcount

CCHHS Total Headcount
(All sites)



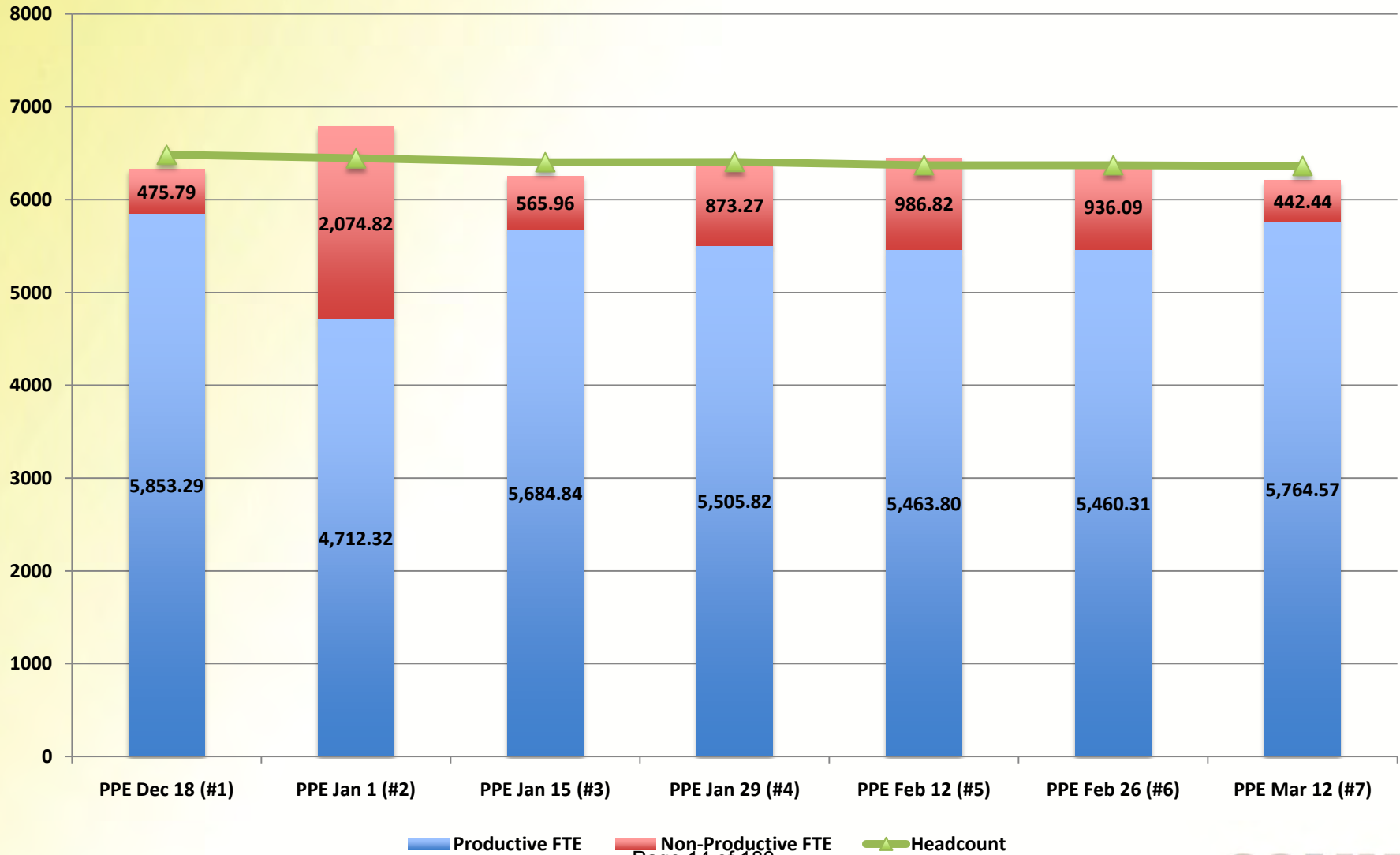
Total FTEs

CCHHS Total FTEs (All Sites)



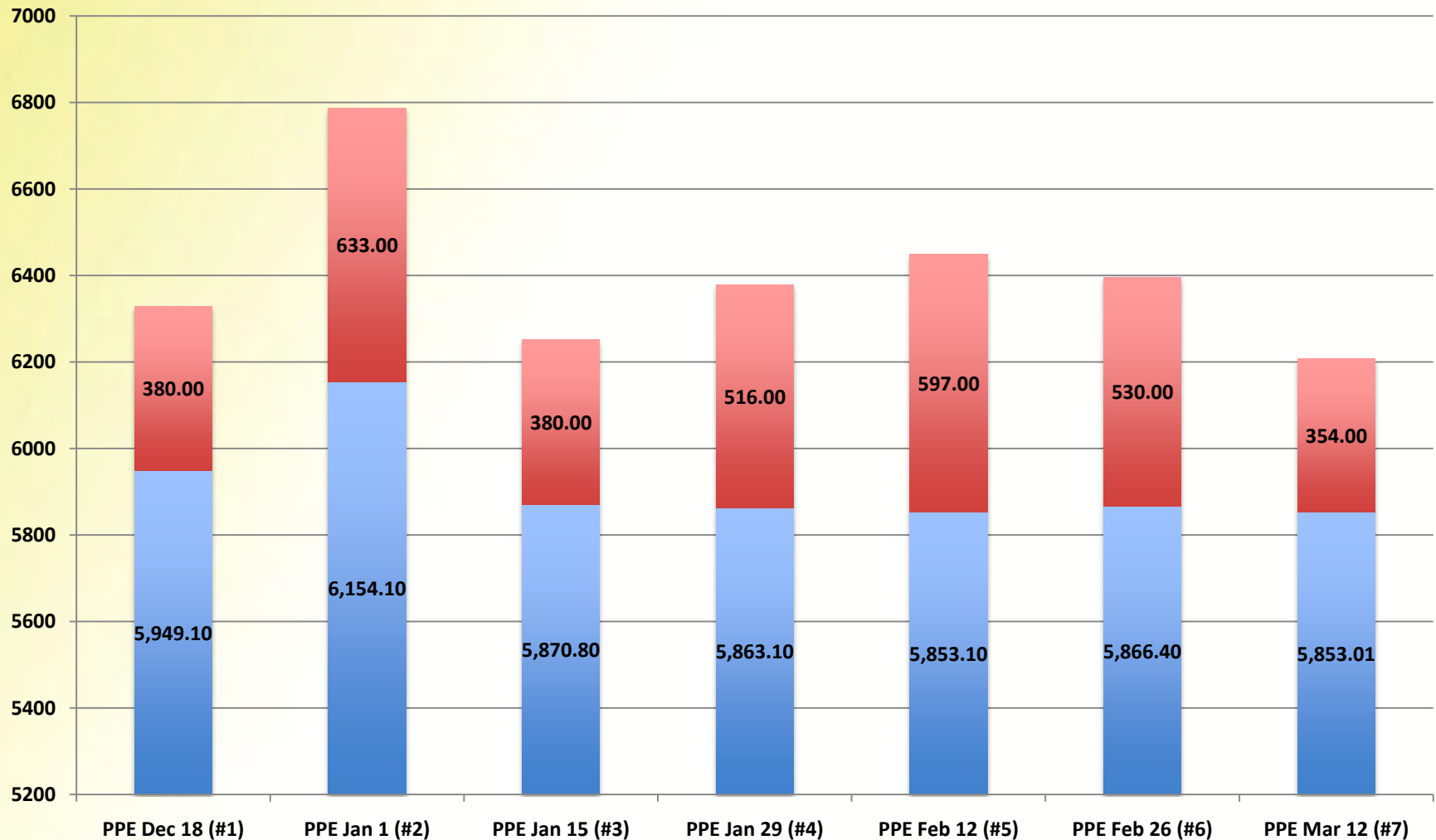
Total FTEs vs Headcount

CCHHS FTE vs Headcount



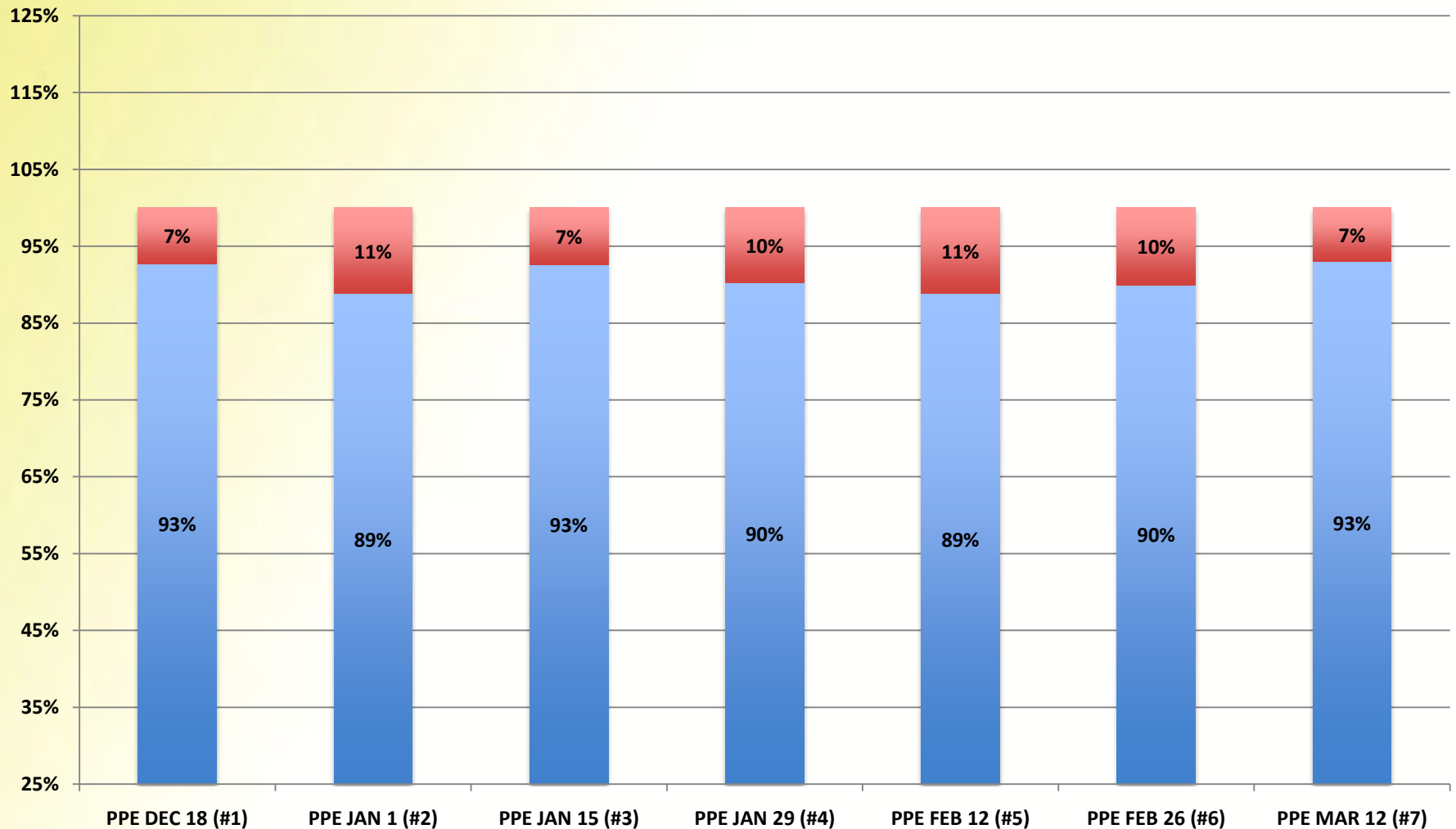
Overtime – Total FTEs

CCHHS Total FTEs



Overtime – Total Hours

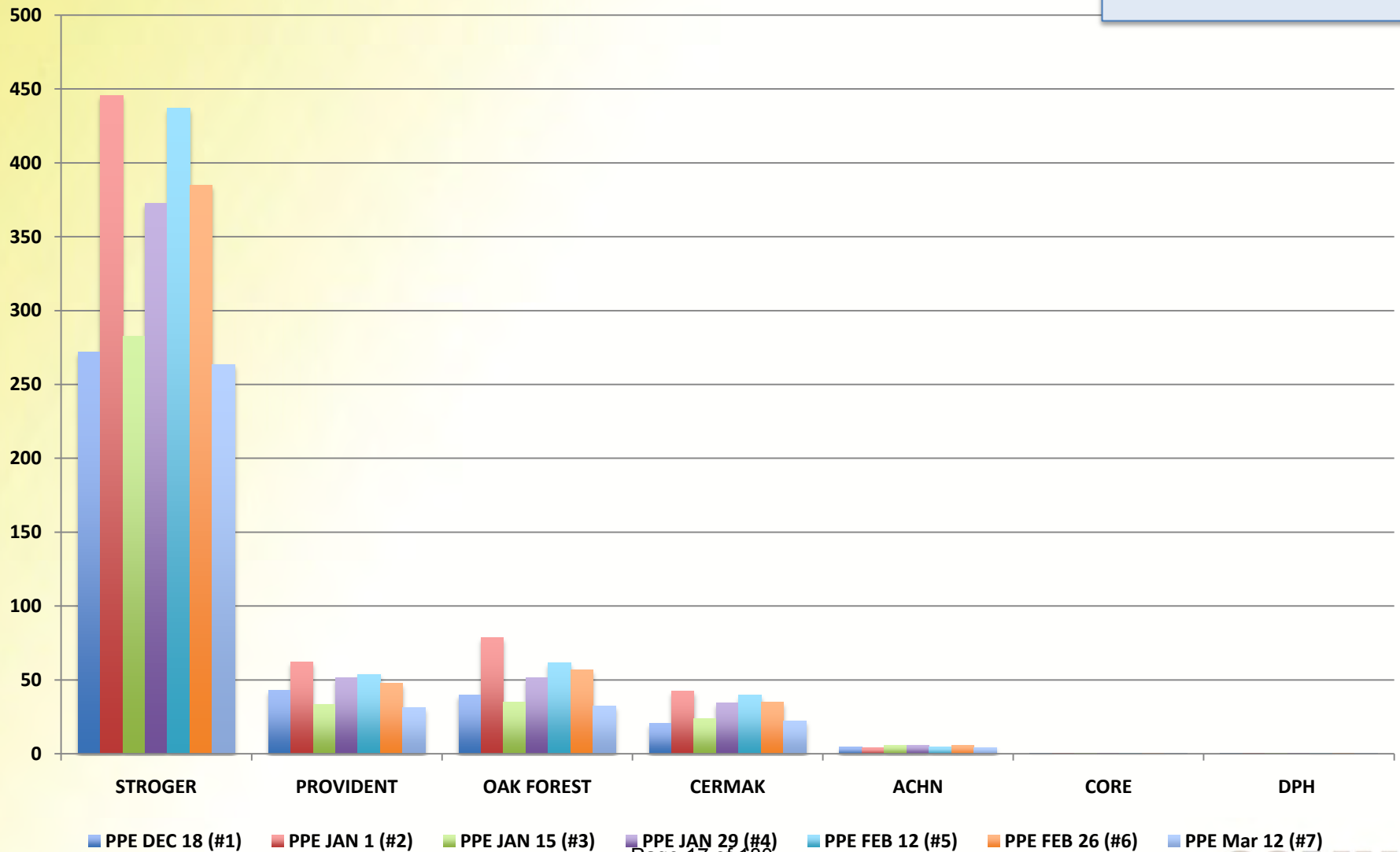
CCHHS Total Hours



Overtime – Non-Provider FTEs by Site

Overtime Non-Provider FTEs by Site

Note: Overtime spike in PP2 and PP5 due to holidays and blizzard



FTE per AOB

Definition- measures the number of full-time employees per each occupied acute bed; this indicator measures staffing levels in relationship to hospital inpatient and outpatient activity

Interpretation- A high value indicates many employees per bed. A low value indicates a few employees per bed. Very high values may indicate low volume and a potential opportunity to evaluate staff productivity. Very low values may indicate high volume or a high level of staff productivity.

Formula- $\text{FTE per AOB} = \text{Total FTE} / \text{Adjusted Occupied Bed (AOB)}$

$\text{AOB} = \text{Adjusted Patient Days} / \text{Days in Period}$

$\text{Adjusted Patient Days} = \text{Patient Days} / \text{IP\%}$

$\text{IP\%} = \text{Inpatient Revenue} / \text{Total Revenue}$

FTE per AOB- Methodology

890 Bureau Allocation- assigned 890 departments to operating units based upon utilization (e.g. human resources, risk management, lab, administration)

SNF and Rehab – excluded both revenue and expense associated with measurement

Physicians and Mid-Level Providers– excluded both revenue and expense associated with physicians and mid-level providers

ACHN and Specialty Clinics– excluded both revenue and expense of all within measure

FTE per AOB- Limitations

Contract Labor Inclusion- currently awaiting contract labor policy adoption that will require electronic recording of contract labor productive hours

Revenue – not capturing all charges penalizes this measurement

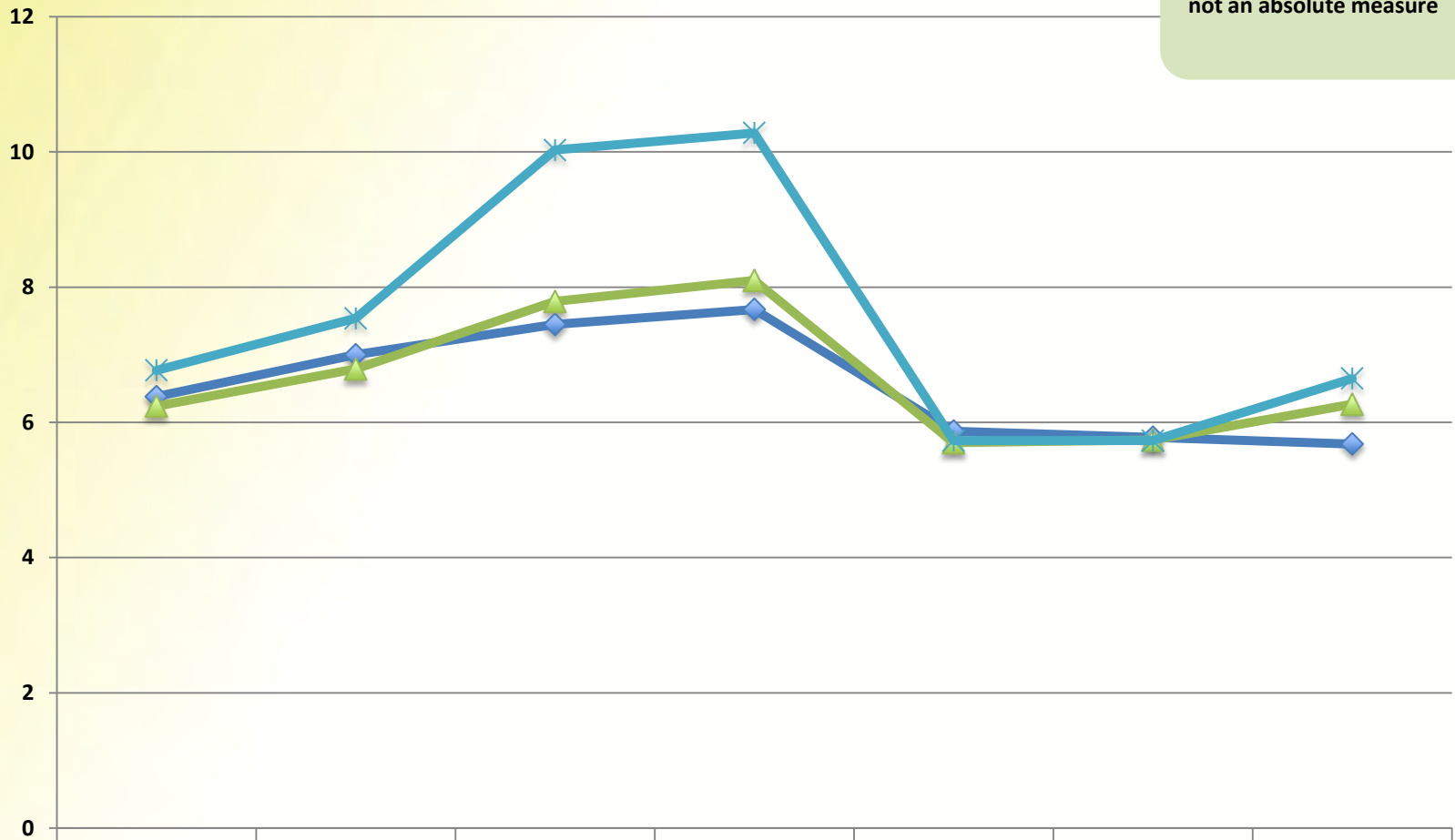
Data Capture Timing – revenue captured is one month in arrears; FTE data is current pay period

Case Mix Index (CMI) Adjusted – calculation is not currently adjusted for case mix

Total FTE per AOB

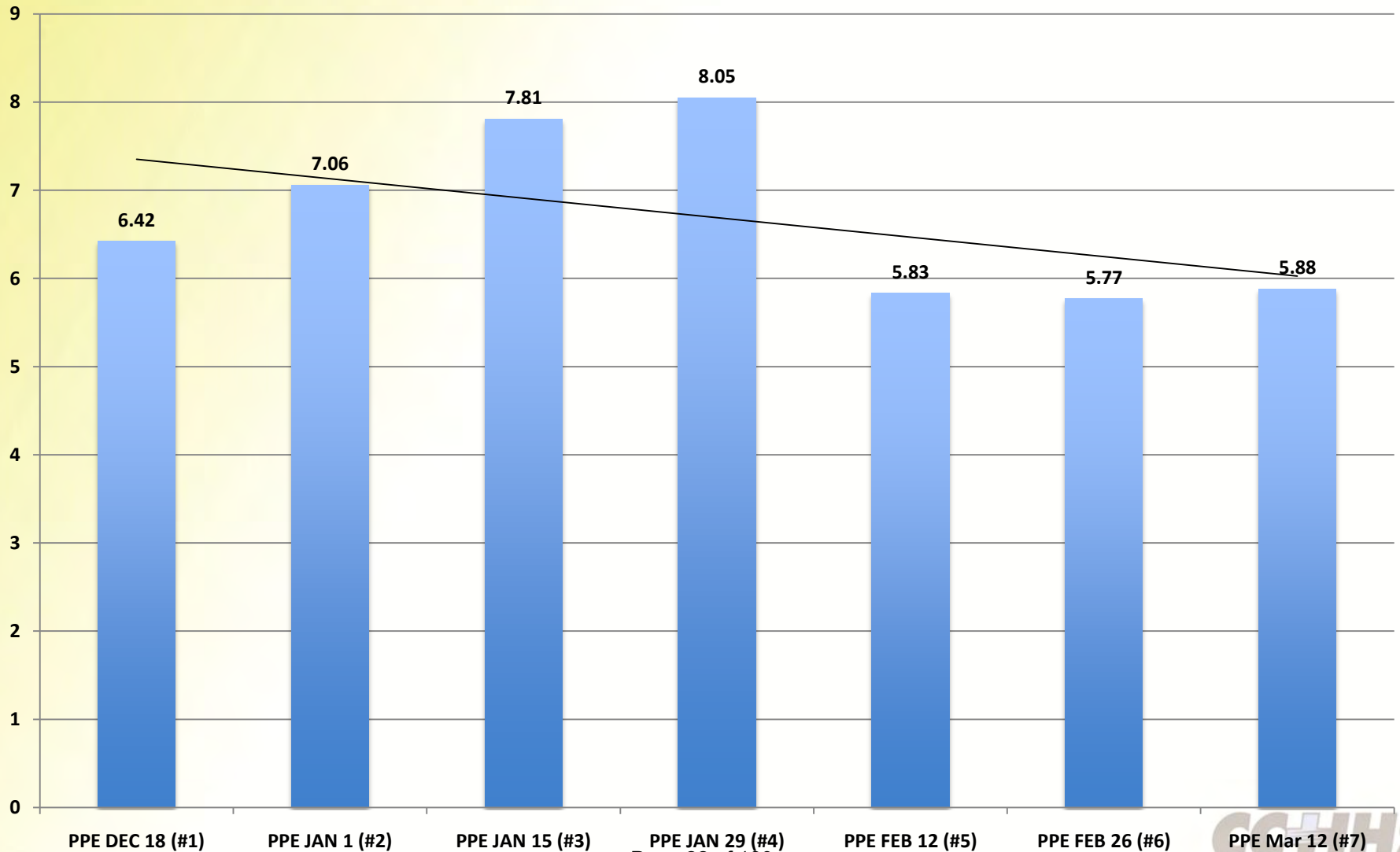
Total FTE per AOB

Designed to be an indicator of opportunity, not an absolute measure



Total FTE per AOB Weighted Average

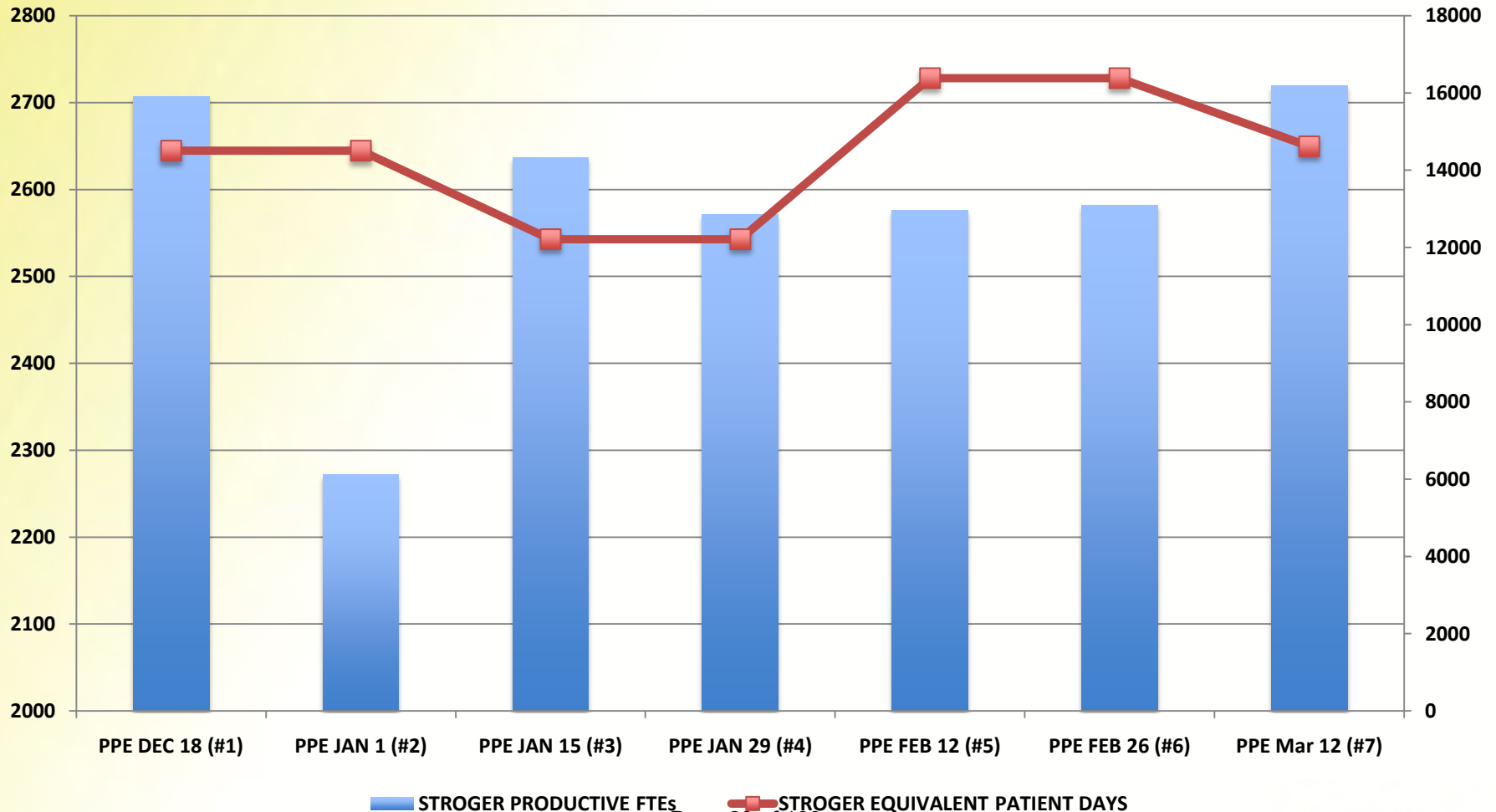
Total FTE per AOB Weighted Average
AOB = Adjusted Patient Days / Days in Period



Stroger Hospital

Productive FTE vs. Equivalent Patient Day

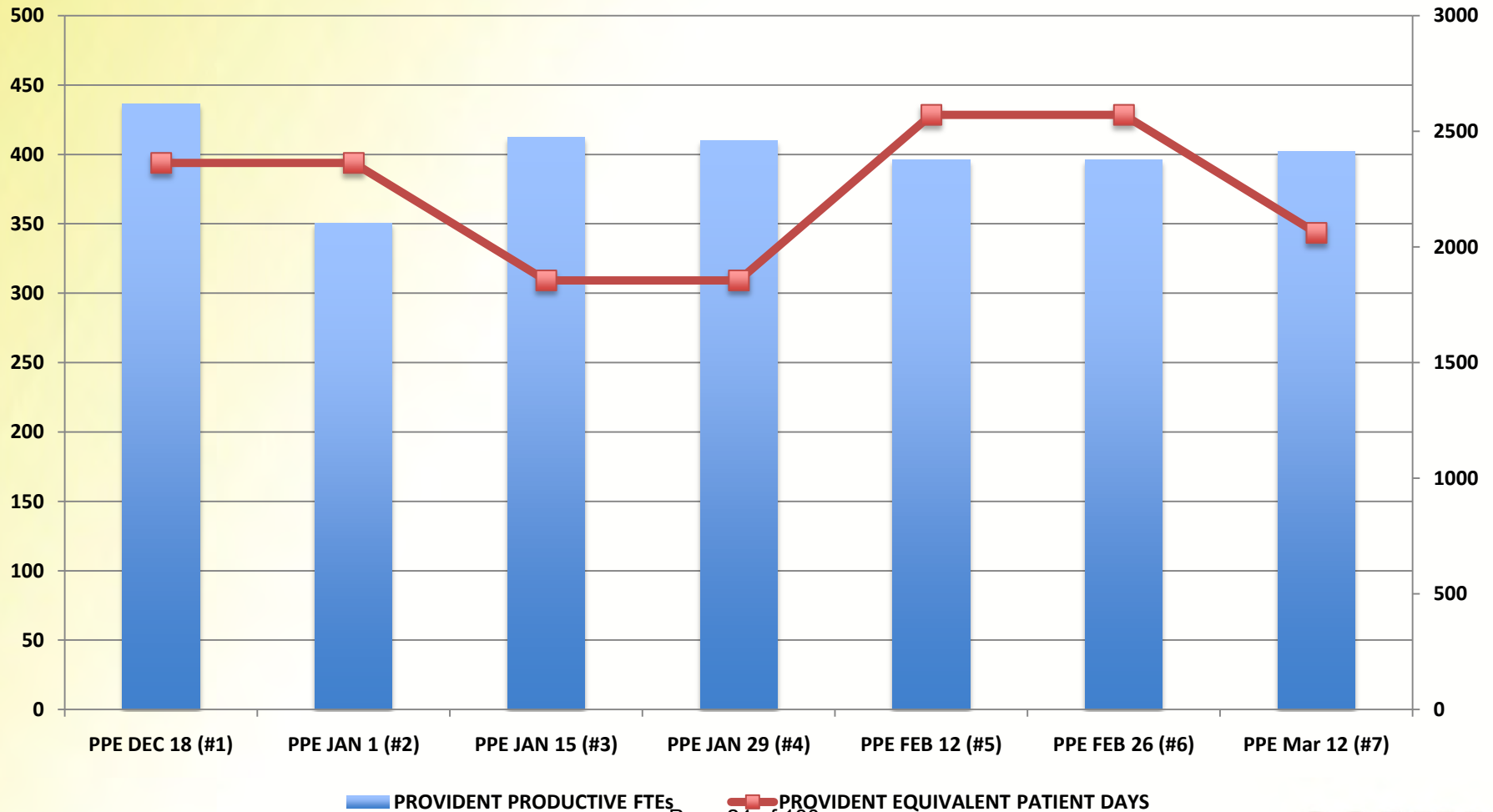
Productive FTEs vs Equivalent Patient Days
Stroger FY11



Provident Hospital

Productive FTE vs. Equivalent Patient Day

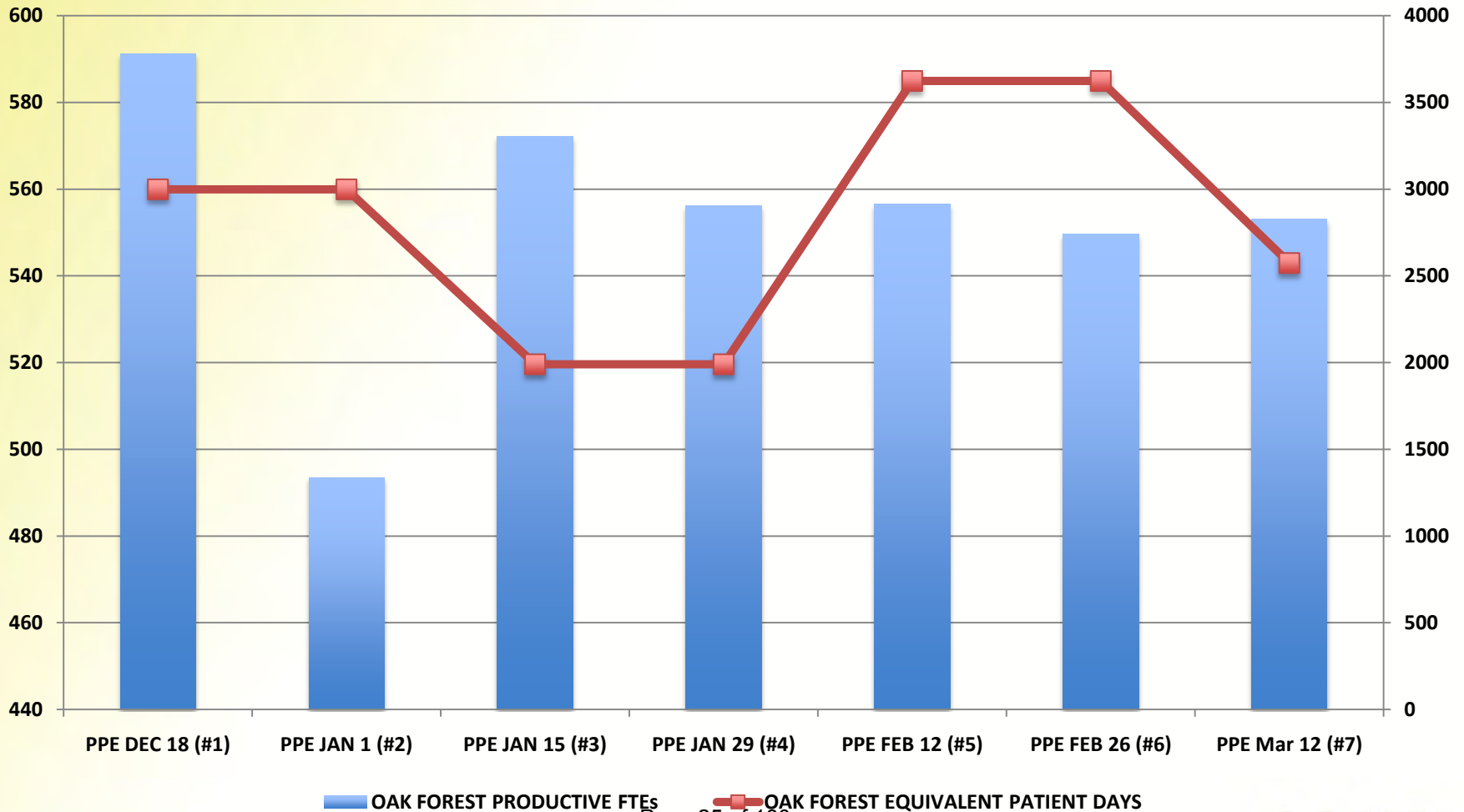
Productive FTEs vs Equivalent Patient Days
Provident FY11



Oak Forest Hospital

Productive FTE vs. Equivalent Patient Day

Productive FTEs vs Equivalent Patient Days
Oak Forest FY11



Benchmarking

Total FTE per AOB *(excluding providers)*

■ *Limitations*

- Not all labor hours are included, contract labor is not currently captured
- Revenue not fully maximized
- No compare group for Provident and Oak Forest; Stroger only

■ *Source Information*

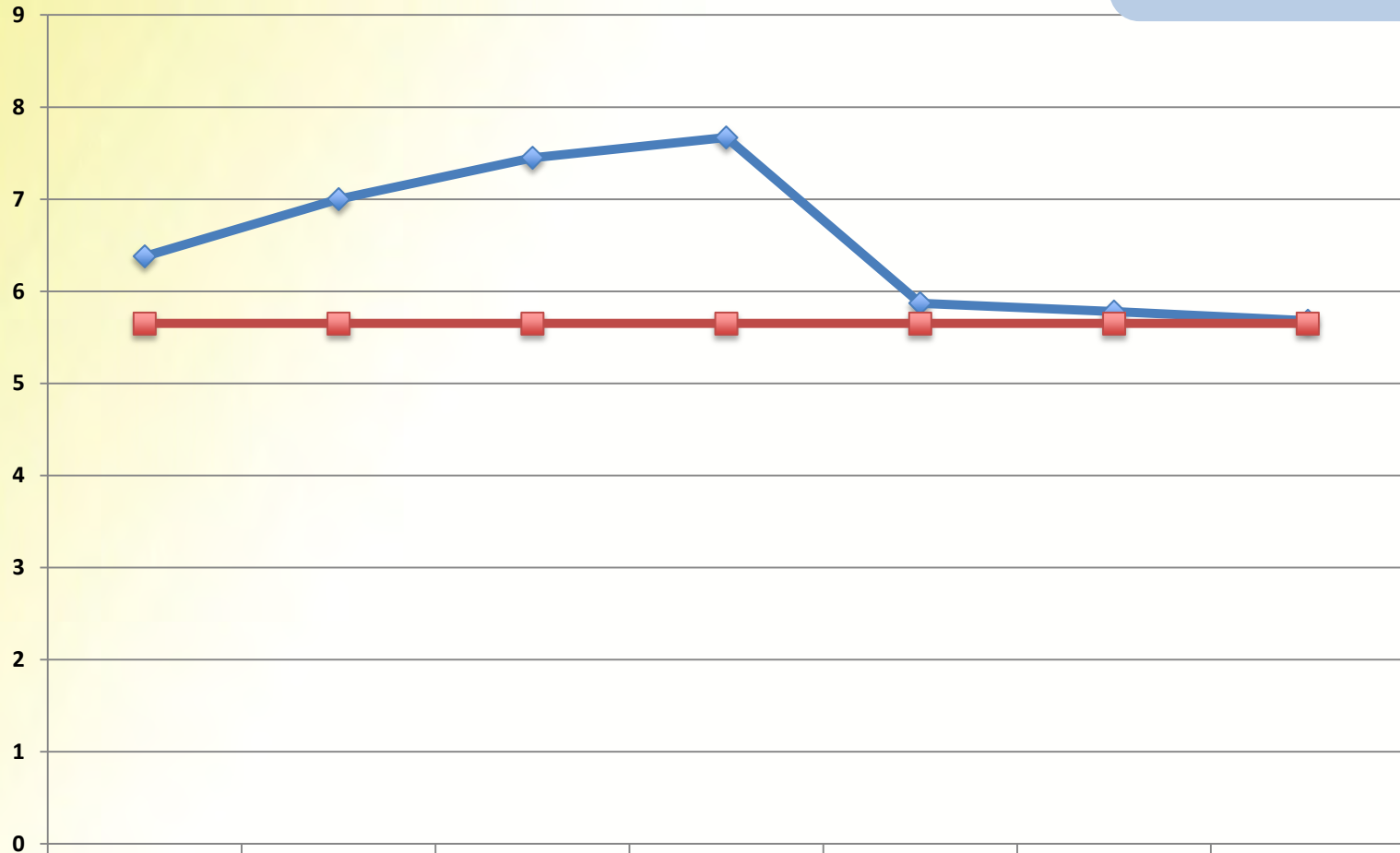
- Thomson Reuters
- Information updated quarterly
- County compare group includes but not limited to: Jackson Memorial, Grady, LA County, Harris County, Parkland, Denver Health, The Med, Memorial Regional, Hennepin County, Natividad Medical Center, San Francisco, Lee Memorial, Shands Jacksonville
- Compare group 400-750 bed facilities
- County compare group average 3Q 2010: 5.65

Benchmarking

Total FTE per AOB *(excluding providers)*

Stroger Total FTE per AOB

Designed to be an indicator of opportunity, not an absolute measure



	PPE DEC 18 (#1)	PPE JAN 1 (#2)	PPE JAN 15 (#3)	PPE JAN 29 (#4)	PPE FEB 12 (#5)	PPE FEB 26 (#6)	PPE Mar 12 (#7)
STROGER	6.38	7.00	7.45	7.67	5.87	5.78	5.68
BENCHMARK	5.65	5.65	5.65	5.65	5.65	5.65	5.65

Appendix

Appendix A: Definitions and Sources

Definitions

- **Headcount-** total number of employees employed at a given week; reported bi-weekly
- **FTE-** full time equivalent at 2080 hours; reported bi-weekly
- **Total Hours / FTE-** refers to paid hours; payroll time categories regular, overtime, sick, vacation, holiday, excused and special
- **Productive Hours / FTE-** refers to worked hours; payroll time categories regular and overtime
- **Adjusted Occupied Bed -** measure that takes the average daily inpatient census adjusted to reflect outpatient activity; acute only
- **Equivalent Patient Day –** indicator that creates a hospital wide output measure by accounting for both inpatient and outpatient volume
- **Weighted Average of FTE per AOB –** Average FTE per AOB that includes the proportional relevance of Stroger, Provident and Oak Forest

Sources

- **ECHO month-end output –** Census history report and Revenue Package report
- **Payroll file –** bi-weekly
- **Thomson Reuters –** benchmark data

Appendix B: Pay period schedule

Calendar Year 2011	Fiscal Year 2011	Start	End	Pay Date
#26	#1	12/05/10	12/18/10	12/17/10
#1	#2	12/19/10	01/01/11	12/31/10
#2	#3	01/02/11	01/15/11	01/14/11
#3	#4	01/16/11	01/29/11	01/28/11
#4	#5	01/30/11	02/12/11	02/11/11
#5	#6	02/13/11	02/26/11	02/25/11
#6	#7	02/27/11	03/12/11	03/11/11
#7	#8	03/13/11	03/26/11	03/25/11
#8	#9	03/27/11	04/09/11	04/08/11
#9	#10	04/10/11	04/23/11	04/22/11
#10	#11	04/24/11	05/07/11	05/06/11
#11	#12	05/08/11	05/21/11	05/20/11
#12	#13	05/22/11	06/04/11	06/03/11
#13	#14	06/05/11	06/18/11	06/17/11
#14	#15	06/19/11	07/02/11	07/01/11
#15	#16	07/03/11	07/16/11	07/15/11
#16	#17	07/17/11	07/30/11	07/29/11
#17	#18	07/31/11	08/13/11	08/12/11
#18	#19	08/14/11	08/27/11	08/26/11
#19	#20	08/28/11	09/10/11	09/09/11
#20	#21	09/11/11	09/24/11	09/23/11
#21	#22	09/25/11	10/08/11	10/07/11
#22	#23	10/09/11	10/22/11	10/21/11
#23	#24	10/23/11	11/05/11	11/04/11
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#25	#26	11/20/11	12/03/11	12/02/11

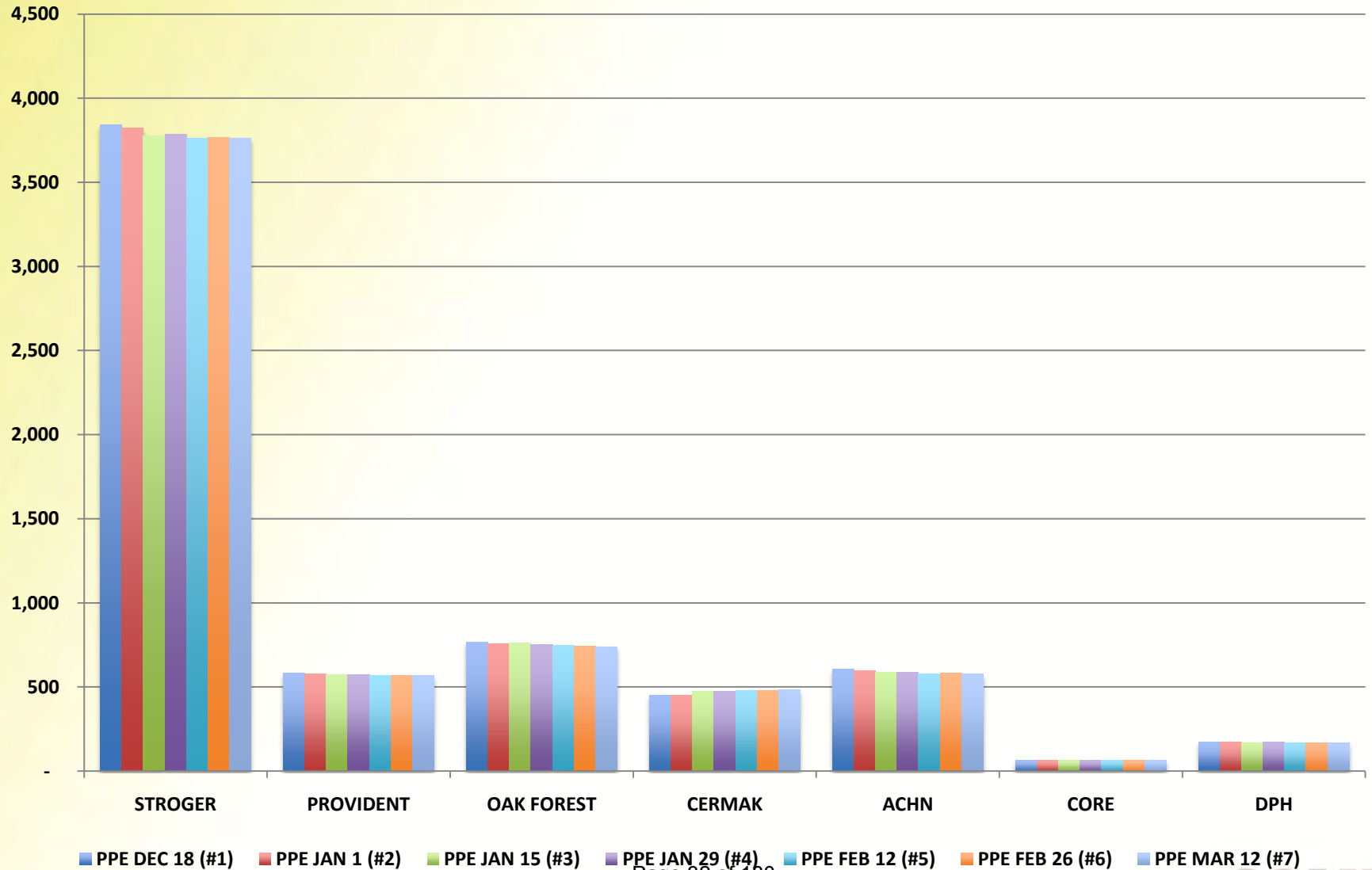
Appendix C: FTE and Headcount by Site

PPE March 12th #7	Total Non-Provider FTE	Total Physician and Mid-Level FTE	Total FTE
Stroger	2,967.59	871.97	3,839.56
Provident	461.19	61.10	522.29
Oak Forest	632.28	40.04	672.32
Cermak	388.33	31.22	419.54
ACHN	482.51	54.64	537.15
CORE	47.19	10.40	57.59
DPH	145.56	13.00	158.56
Total	5,124.65	1,082.37	6,207.01

PPE March 12th #7	Non-Provider Headcount	Physician and Mid-Level Headcount	Total Headcount
Stroger	2,917	845	3,762
Provident	475	95	570
Oak Forest	684	56	740
Cermak	443	39	482
ACHN	522	57	579
CORE	53	12	65
DPH	154	13	167
Total	5,248	1,117	6,365

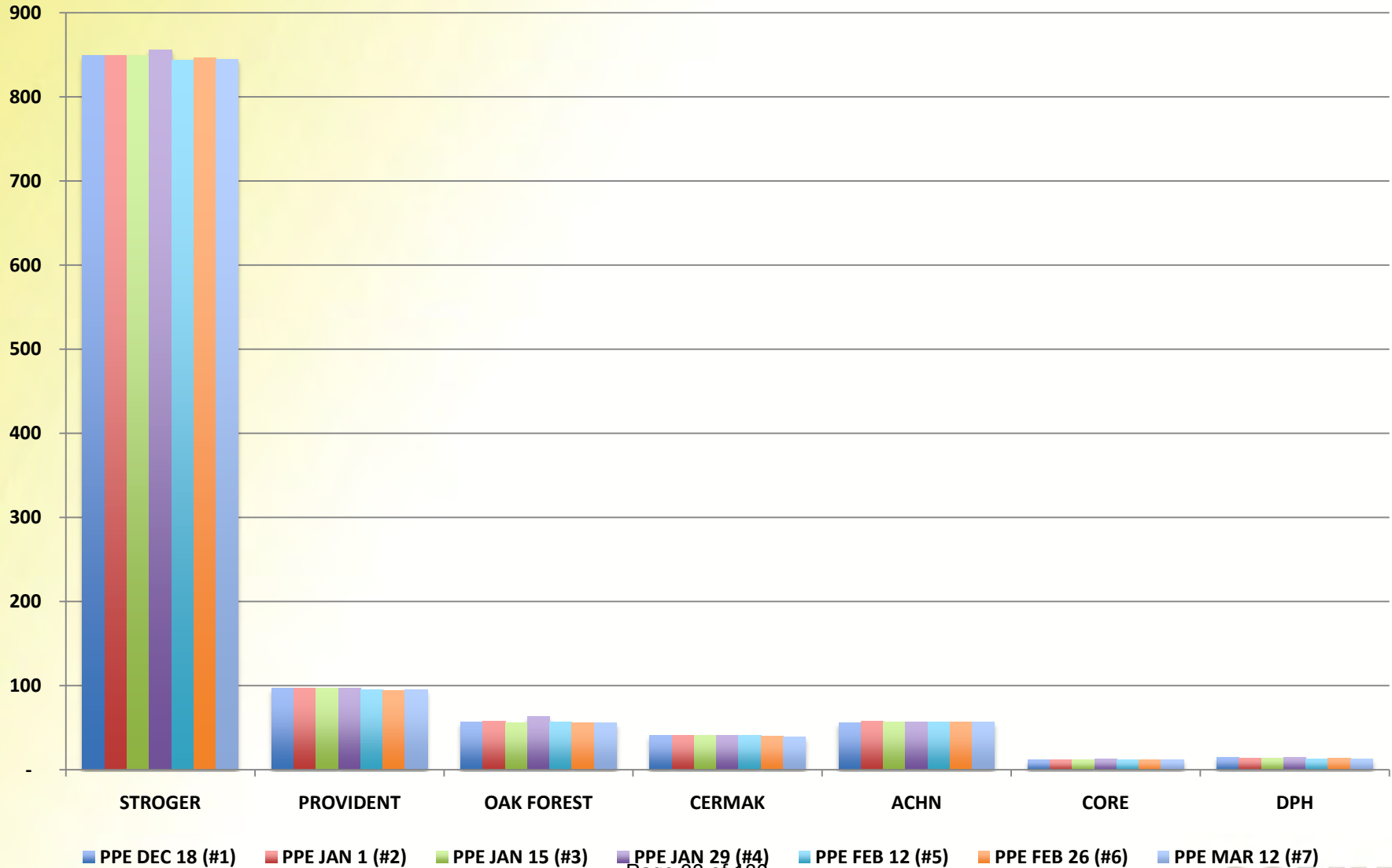
Appendix C: Graphs by Site

Total Headcount by Site FY11



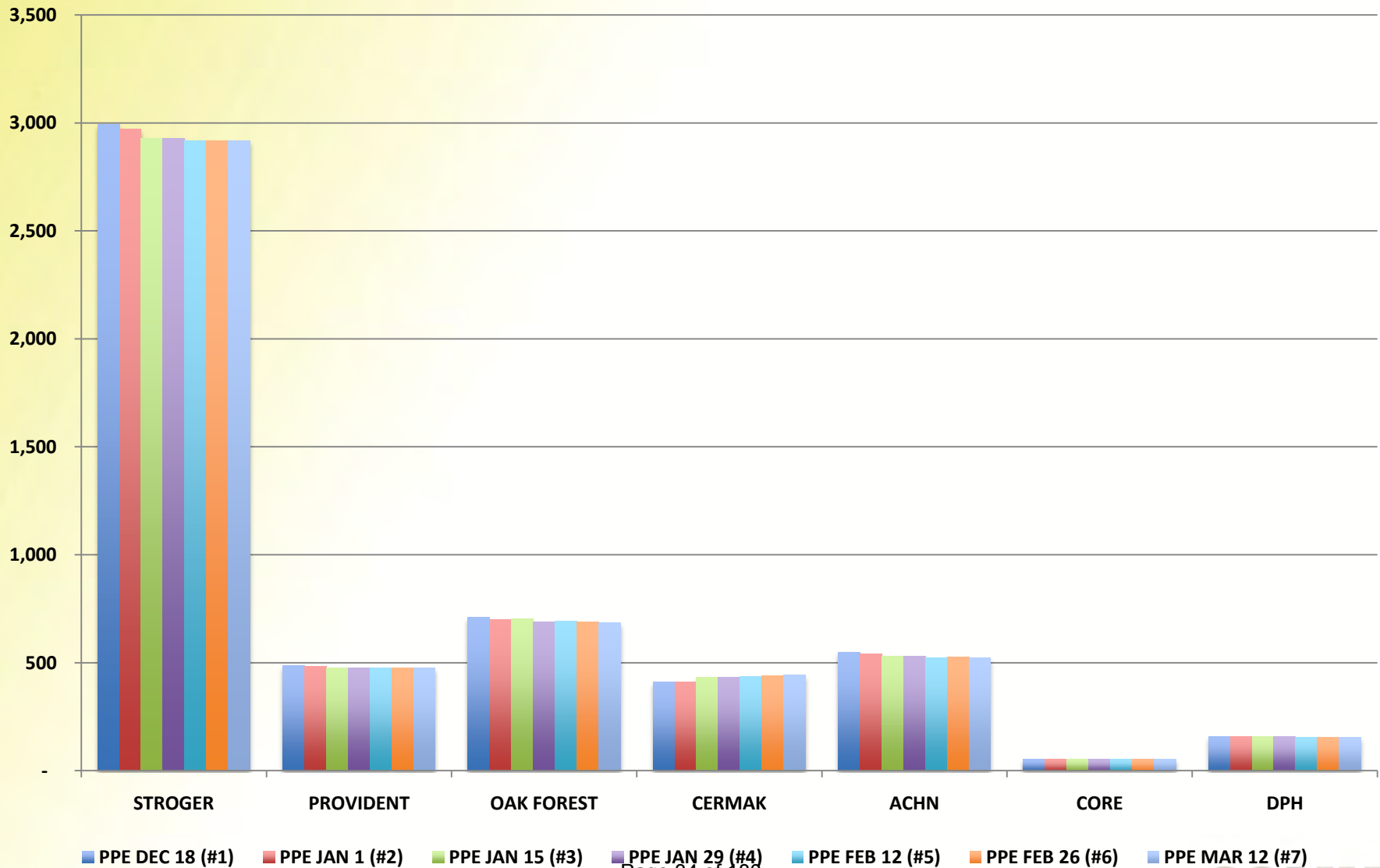
Appendix C: Graphs by Site

Total Physician & Mid-Level Provider Headcount by Site FY11



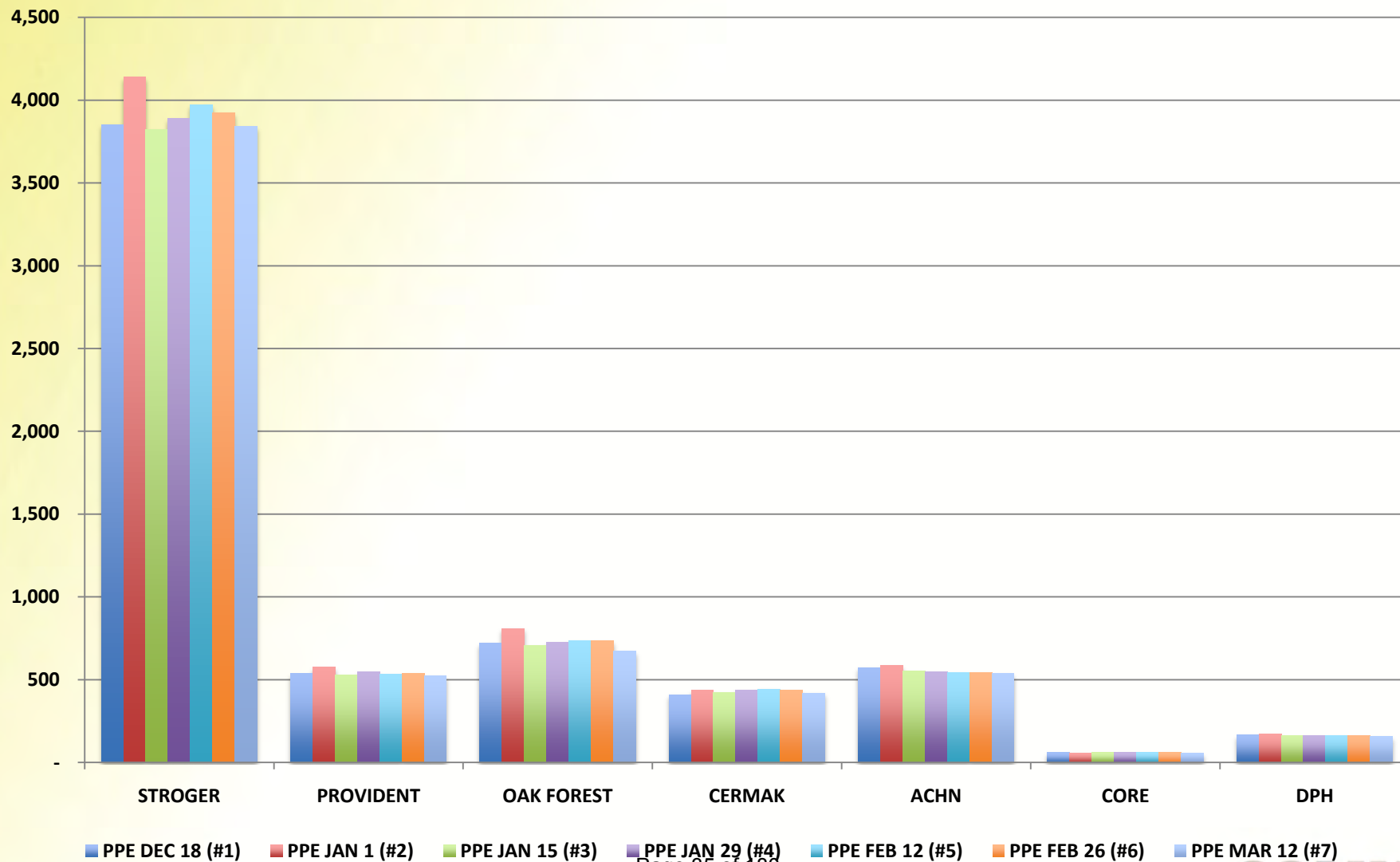
Appendix C: Graphs by Site

Total Non-Provider Headcount by Site FY11



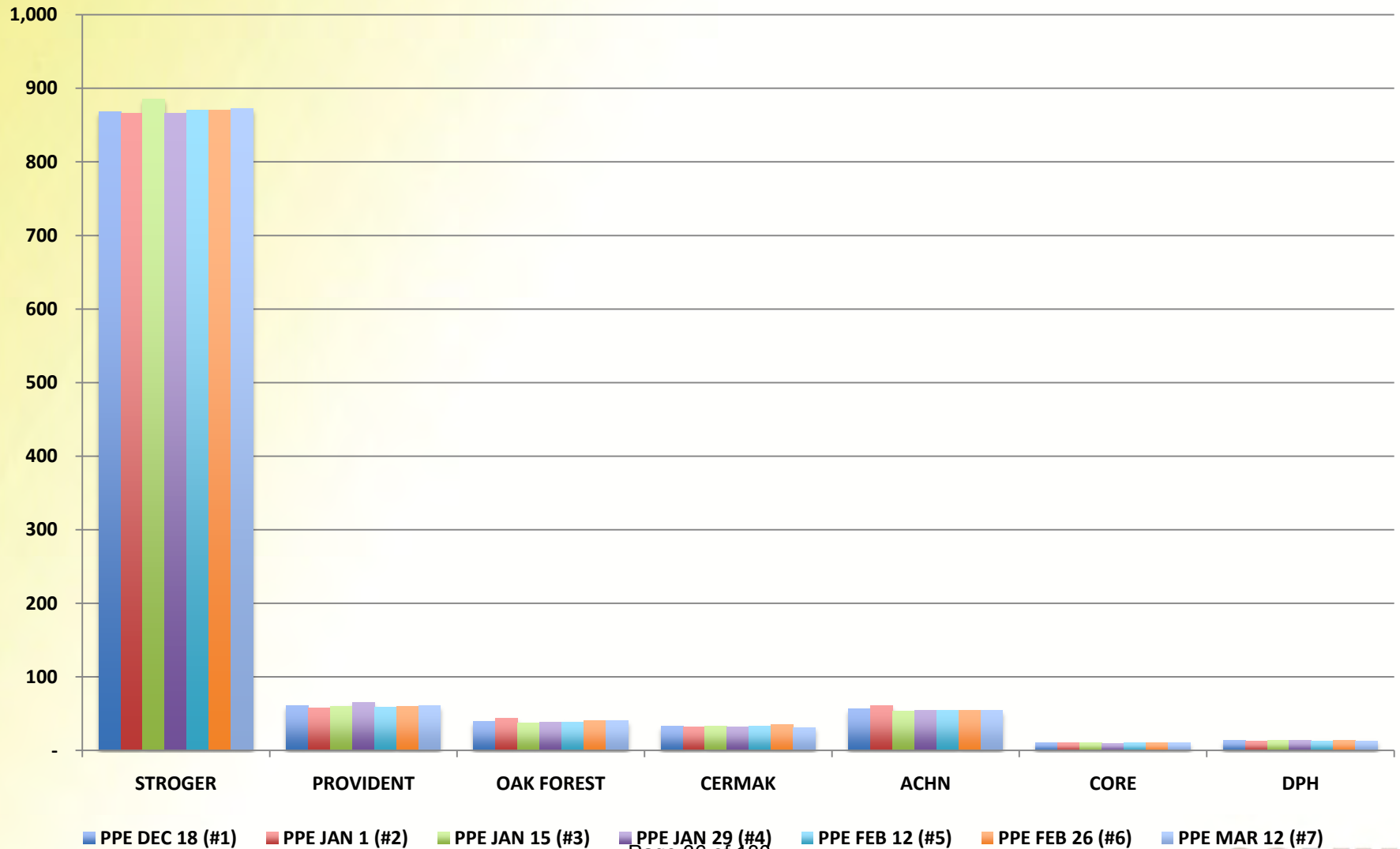
Appendix C: Graphs by Site

Total FTEs by Site FY11



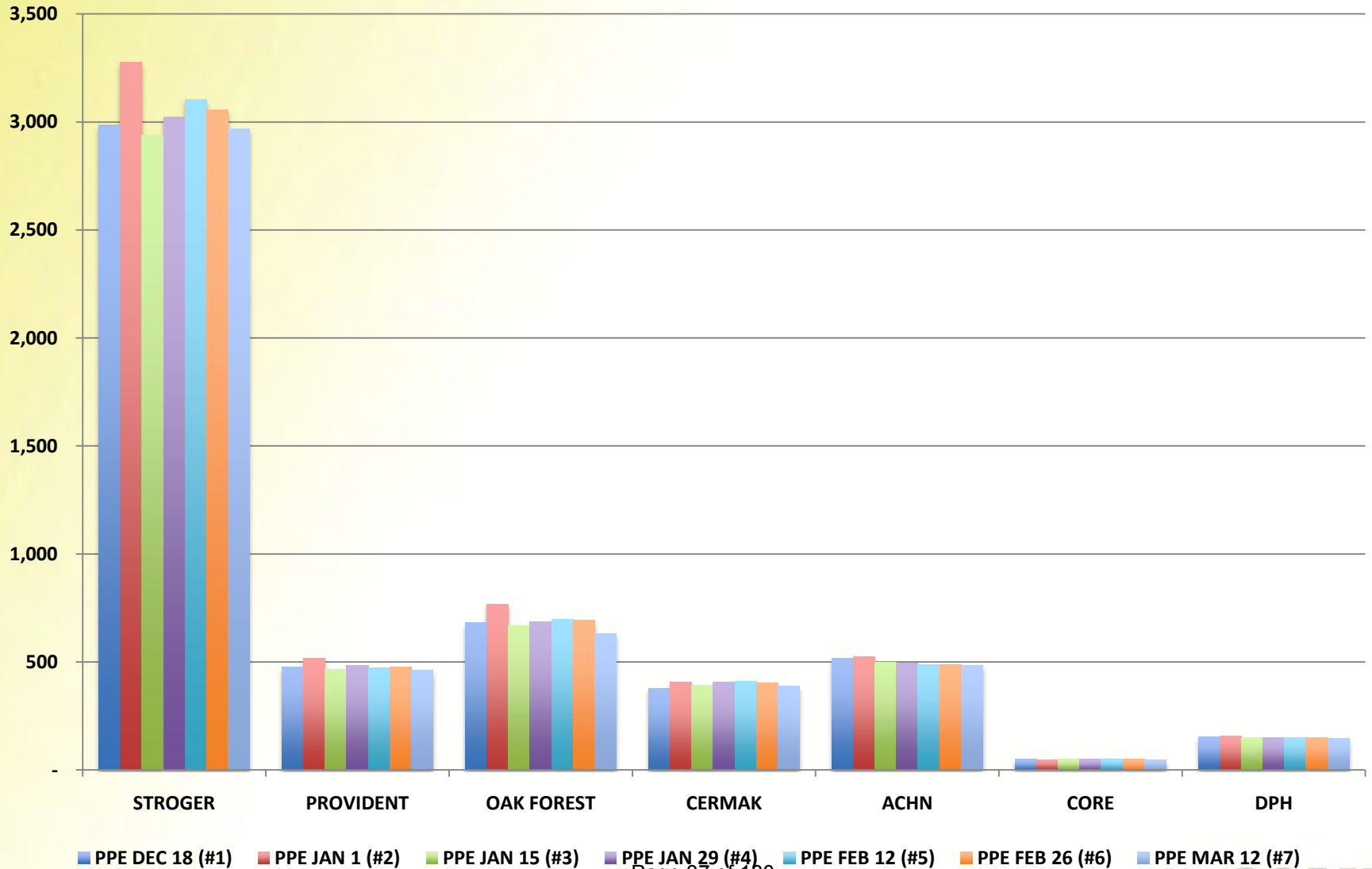
Appendix C: Graphs by Site

Total Physician & Mid-Level Provider FTE by Site FY11



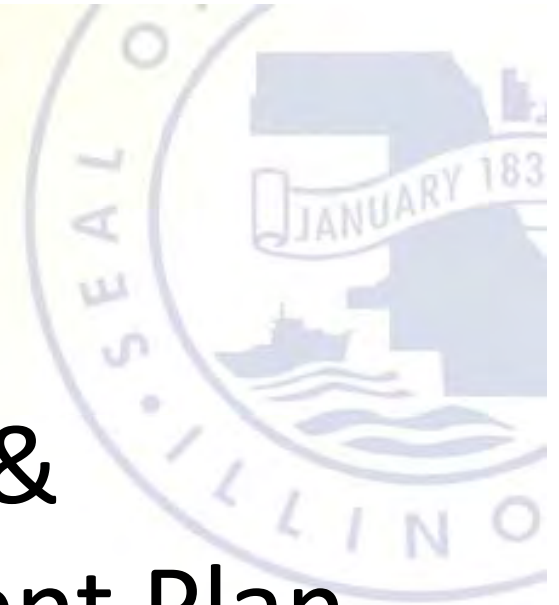
Appendix C: Graphs by Site

Total Non-Provider FTE by Site FY11



Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #2



Overtime Review & Performance Improvement Plan

Cook County Health & Hospitals System

April 21, 2011

Roz Lennon

Tony Tedeschi

Deb Tate

CCHHS

CCHHS Labor Management FY11 Actual vs. Budget YTD

YTD Variance Thru PP-8					
	Oak Forest	Provident	ACHN	Stroger	CORE
Salaries	\$1,068,270	\$249,122	\$1,439,412	\$6,117,725	\$298,567
Overtime	(\$832,183)	(\$407,870)	\$20,537	(\$4,442,636)	\$2,678
Differential Pay	(\$79,222)	\$237,677	\$87,808	\$274,151	\$1,531
Total	\$156,865	\$78,929	\$1,547,757	\$1,949,240	\$302,776

CCHHS Overtime as Percentage of Productive Hours

- CCHHS – OT = 11.0%*
- Stroger Hospital – OT = 13.8%*
- Industry Benchmark for public academic urban medical centers is about 4-6%

*overtime as a % of productive hours averaged over pp 1-7 FY11

CCHHS Overtime

Overtime and Open Position Year Over Year Review

	FY 2011 Q1 through pp 7*			FY 2010 Q1 through pp 7*			Open Positions
Department Name	FY11 Budgeted	Actual YTD	% Spent	FY10 Budgeted	Actual YTD	% Spent	Annualized value as of 4/11/11
Stroger	\$14,200,503	\$9,688,989	68.23%	\$11,821,363	\$8,788,883	74.35%	\$22,215,036
Provident	\$1,702,032	\$1,178,994	69.27%	\$3,317,500	\$1,541,227	46.46%	\$5,209,646
Oak Forest	\$1,090,200	\$1,402,601	128.66%	\$1,880,900	\$995,840	52.94%	\$3,258,863
CCDPH	\$9,300	\$7,381	79.37%	\$9,300	\$51,329	551.92%	\$603,416
Cermak	\$1,057,300	\$807,868	76.41%	\$1,486,960	\$584,245	39.29%	\$5,619,368
JTDC	\$136,100	\$93,469	68.68%	\$195,000	\$195,060	100.03%	\$337,517
Office of the Chief Health Administrator	\$2,602,368	\$1,264,984	48.61%	\$3,781,000	\$783,286	20.72%	\$8,984,620
Total	\$20,797,803	\$14,444,286	69.45%	\$22,492,023	\$12,939,870	57.53%	\$46,228,466

*Comparison of Q1 year over year for the same pay period

CCHHS

Stroger Hospital Benchmarking Staffing

- Stroger Hospital - PwC Productivity Analysis FY10
 - A recent analysis completed by PwC provides a department-based assessment of staffing and productivity for FY10 at Stroger Hospital.
 - It was found that approximately 181 overtime FTEs were utilized in FY10 in 14 departments currently working under targeted benchmarks

Stroger Hospital

Nursing Benchmarks

	Stroger 2009	Stroger Q4 2010	Rush	University of Chicago	University of Illinois	Mercy
Total RN Nursing Hours/Patient Day Medical-Surgical Unit	3.04 hours	4.18 hours	6.25 hours	6.66 hours	6.98 hours	5.64 hours
Total Nursing Hours/Patient Day Medical-Surgical Unit	5.05 hours	6.72 hours	8.88 hours	10.01 hours	9.67 hours	8.52 hours

*Data retrieved from the Illinois Hospital Report Card (1/1/2009-12/31/2009)

** Data includes overtime and agency usage

CCHHS Staffing Challenges

- Vacancy Rate
 - 1,273 vacant positions as of 4/1/11 (Stroger = 555)
 - Approximately 600 have been approved through position control and are in the process of being filled – new hire process delayed pending the county budget approval process and displacement process
 - Many positions filled over last 3 weeks as part of displacement process
 - 96 NNOC nursing positions System-wide
 - 18 LPN positions System-wide
 - SEIU & AFSCME have not yet taken place
 - HR is moving others through hiring process
 - **Goal is to be back to budgeted OT by 7/31/11**

CCHHS Staffing Challenges

- High Rate FMLA and LOA
 - February 2011, 13% of nursing (RNs, LPNs, ward clerks, and patient care attendants)
 - Stroger EVS, April 2011 – 20% of staff on LOA or FMLA
 - Majority is “intermittent” FMLA resulting in overtime usage to staff for unpredictability
 - **Cook County sponsoring initiative to address issue county-wide**

CCHHS Staffing Challenges

- No part time positions
- CCHHS Non-productive Time
 - CCHHS 1.0 worked FTE converts to 1.4 paid FTE
 - Industry standard approximates conversion of 1.2 FTEs
 - Significant impact on staffing resulting in additional overtime usage
 - Stroger Hospital currently requiring approximately 2,600 worked FTEs
 - Converting to paid FTEs at 1.2 conversion = 3,120
 - Converting to paid FTEs at 1.4 conversion = 3,640
- Special Circumstances (CBA)



Health & Hospitals System

Resources Needed for Recruiting and Retention to Address Challenges and Sustain Improvements:

Challenges We Face:	Resources Needed To Address Challenges:
BRAND - Candidates withdrawing from consideration because of perception of instability due to negative press such as: Nursing Layoffs , Snow Bonus Controversy, Ceasing of Ambulance Runs at Provident Hospital, Vision 2015 impact on services throughout CCHHS, Cook County Budget Cuts, Furlough Days, Leadership Turnover	FUNDING: In order to take control of CCHHS' image in the marketplace and proactively tell a more positive story we are working to create a stronger partnership with CCHHS' Public Relations Team. In addition, we are working to establish a relationship with a recruitment advertising and communications firm that will create marketing materials for external recruiting and assist with establishing our digital footprint in the market place.
COMPENSATION- Philosophy to offer at or below the 50th percentile limits CCHHS's ability to attract top qualified candidates for critical fill roles. The maximum increase of 10% for current employees creates compression, and fairness issues when external candidates come in at higher salary than incumbents.	FUNDING: The 10% increase is consistent with sound compensation practices however, the majority of our employees are functioning in roles that pays well below 50% of the market. Additional incentives such as a sign on bonus or retention bonus to attract and retain top industry talent and/or a Pay for Performance compensation structure will help attract and retain talent while meeting key operational goals..
TECHNOLOGY - The lack of technology is limiting the ability to manage position control accurately, which makes the recruitment cycle inefficient. Our ability to manage requisitions, the volume of candidate activity is strained and often untimely given the technological inadequacies.	TALEO: To reduce manual steps, the number of people who touch the process, processing time, and allow for a more refined candidate pool; this will enable automated tracking and reporting to manage hiring manager and candidate communication to mitigate "black hole effect". HRIS SYSTEM: Interface between budget and HR, provide accurate compensation and workforce profile data , proactively address compression and equity based on up to date and reliable information. ONLINE SKILLS ASSESSMENT: To evaluate candidate skills or competencies.
QUALITY CANDIDATES- Candidates have learned to work around the pre-screening questions in order to qualify for the position. Time is spent validating applicant submissions and phone interviewing unqualified candidates who have "gamed" the system. Our average ratio of eligible applicants to number of submissions is 20% per job.	FUNDING: To subscribe to selected professional publications and obtain institutional memberships to professional associations in order to gain access to member only Job Boards to access higher quality candidates who may not go to CCHHS website to find posted jobs.
TIME TO FILL - Technology and current process requirements hinders the Talent Management Team's ability to expediently fill positions.	FUNDING: Training for hiring managers on Taleo and computer literacy in order to increase their accountability/efficiency in process.
RELATIONSHIPS- Internal and external relationships (ex: stakeholders, unions) need to be developed and/or strengthened. Hiring managers have become less available or less willing to participate as interviewers due to the large number of hours required and competing priorities.	STAFFING: Labor/Management Committee for Staffing, Recruitment and Retention with representatives from Unions, staff and management to improve relationships and ownership in recruiting and retention process and reduce vacancy rates.

CCHHS Hiring Challenges

- Brand
 - Perception of instability within Cook County and CCHHS
 - Furlough/Shutdown Day Program
 - Leadership Turnover
 - Budget Cuts
 - Lay-Offs
- Compensation
 - Market Pay Equity (internal and external issues)
- Technology
 - Taleo challenges
 - Lack of HRIS
- These issues impact time to fill and strains our relationships with management, professional and community organizations and unions

CCHHS Overtime Management Action Plan

1. Develop work plan to prioritize the filling of vacant positions in high overtime use areas
2. Continue implementation of targeted overtime reduction strategies for all areas exceeding staffing targets
3. Partner with County - addressing FMLA and LOA management as well as implementation of time and attendance system
4. Implement system wide nursing float pool
5. Manage monthly overtime to budget by 7/31/11



Questions

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #3

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

ITEM IV(B)

APRIL 21, 2011 FINANCE COMMITTEE MEETING

CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor	Service or Product	Fiscal Impact	Affiliate / System	Begins on Page #
Capital Program Item - Permission to Advertise for Bids					
1		For the Stroger Parking Garage Sprinkler Piping Replacement Project		SHCC	2
Grant Renewals					
2	Illinois Department of Public Health	Service - Infant Immunization and Perinatal Hepatitis Prevention	Grant renewal amount: \$160,000.00	CCDPH	3
3	Illinois Department of Public Health	Service - Tanning and Tattoo Facilities Inspection	Grant renewal amount: \$31,000.00	CCDPH	4
4	Illinois Department of Public Health	Service - AIDS Health Surveillance Activities	Grant renewal amount: \$70,290.00	CCDPH	5
Approval of Payment					
5	Illinois Hospital Association	Other - institution membership dues	\$145,329.97	PHCC, SHCC	6
Extend Contract					
6	U.S. Foodservice	Product - food program products	No fiscal impact	SHCC, OFHCC	7
Execute Contracts					
7	Aramark Healthcare	Service - clinical engineering (biomedical) services	\$18,346,554.00	System	8
8	Integrated Solutions Consulting Corporation	Service - planning for the Comprehensive Emergency Management Plan	\$325,000.00 (grant funded)	CCDPH	10
9	QuadraMed Corporation	Product and Service - Acuity Plus software	\$218,253.35	System	12
10	Cavalry Fire Protection	Service - maintenance and repair of fire sprinkler system	\$206,542.00	PHCC	14
11	GE Healthcare	Product - Echocardiography: ultrasound system and probes	\$184,766.70	SHCC	17
12	Simbionix USA Corporation	Product - GI-Bronch Mentor	\$143,550.00	SHCC	19

PERMISSION TO ADVERTISE

Transmitting a Communication, dated April 15, 2011 from

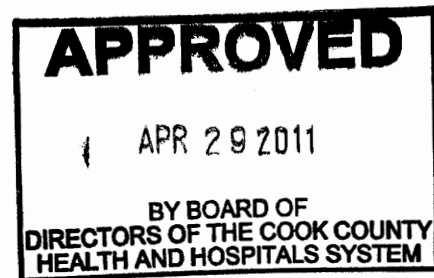
Elizabeth Melas, Deputy Director, Office of Capital Planning and Policy

requesting authorization for the Purchasing Agent to advertise for bids for the Stroger Parking Garage Sprinkler Piping Replacement Project.

The sprinkler piping in the Stroger parking garage has experienced failure causing the piping to leak and create a potentially hazardous condition. This project will assess the condition of all of the piping and replace as necessary.

Contract period: June, 2011 through June, 2012.
28000 Bond Account

Approval of this item would commit Fiscal Year 2011 funds.



Request #
1

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 03/03/2011		PRODUCT / SERVICE: Service - Infant Immunization and Perinatal Hepatitis Prevention	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9771101 Department of Public Health \$70,240.00		GRANT FUNDED AMOUNT: \$160,000.00	
CONTRACT PERIOD: 01/01/2011 thru 12/31/2011		CONTRACT #: 15180105 Immunization Initiative 15180101 Hepatitis B Prevention	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew two grants from the Illinois Department of Public Health to provide Infant Immunization Services and Perinatal Hepatitis B Prevention Services. The required match of total grant awards of \$160,000.00 is \$70,240.00. The Cook County Department of Public Health received the grant contracts from the Illinois Department of Public Health on February 21, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05180780	Original	03/26/2010	01/01/2010	12/31/2010	\$165,000.00	12
15180105	Renew Grant		01/01/2011	12/31/2011	\$130,000.00	12
15180101	Original		01/01/2011	12/31/2011	\$30,000.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 15180105 and execute grant # 15180101 for a period of 12 months from 01/01/2011 thru 12/31/2011 in the amount \$160,000.00 to be combined into one business unit.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

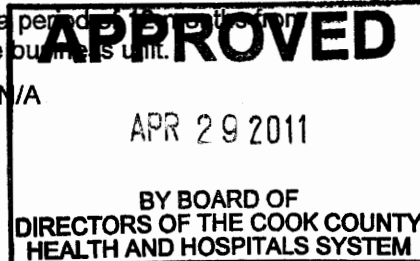
BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer



Request #

2

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• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
CORE Center •

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Revised 03/01/2011

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>SM</i>	
DATE: 03/03/2011		PRODUCT / SERVICE: Service - Tanning and Tattoo Facilities Inspection	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9301001 Department of Public Health \$10,332.30		GRANT FUNDED AMOUNT: \$31,000.00	
CONTRACT PERIOD: 07/01/2010 thru 06/30/2011		CONTRACT #: 15280260 Tanning Inspection 15280151 Tattoo Inspection	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew two grants from the Illinois Department of Public Health (IDPH) to provide Tanning and Tattoo Facilities Inspections by the Cook County Department of Public Health. The required match of the total grant awards of \$31,000.00 is \$10,332.30. The Cook County Department of Public Health received the grant contracts from the Illinois Department of Public Health on February 21, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05280202	Original	01/29/2010	07/01/2009	06/30/2010	\$19,000.00	12
15280260	Renewal		07/01/2010	06/30/2011	\$19,000.00	12
05280415	Original	01/29/2010	07/01/2009	06/30/2010	\$12,000.00	12
15280151	Renewal		07/01/2010	06/30/2011	\$12,000.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 15280260 and grant # 15280151 for a period of 12 months from 07/01/2010 thru 06/30/2011 in the amount \$31,000.00 to be combined into one business unit.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE?

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony T. Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer

APPROVED

APR 29 2011

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
3

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
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Revised 03/01/2011

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT 895 Department of Public Health		SPONSOR: Stephen A. Martin, Jr., COO, CCDPH <i>gm</i>	
DATE: 03/03/2011		PRODUCT / SERVICE: Service - AIDS Health Surveillance Services	
TYPE OF REQUEST: Grant Renewal		VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois	
FISCAL IMPACT: 9801001 Department of Public Health \$3,150.00		GRANT FUNDED AMOUNT: \$70,290.00	
CONTRACT PERIOD: 07/01/2010 thru 06/30/2011		CONTRACT #: 15780100	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A			

PRIOR CONTRACT HISTORY:

This is a request to renew grant # 15780100 with the Illinois Department of Public Health (IDPH) to establish and maintain a surveillance system for HIV/AIDS case reporting in all suburban Cook County clinics, hospitals and other reporting sources. In addition, Cook County Department of Public Health (CCDPH) will educate physicians and reporting sources within CCDPH's jurisdiction regarding HIV/AIDS reporting requirements and conduct site visits to discuss the importance of complete, timely and accurate reporting. The required match of the total grant award of \$70,290.00 is \$3,150.00. The Cook County Department of Public Health received this grant contract from the Illinois Department of Public Health on February 21, 2011.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
05780276	Original	08/26/2009	07/01/2009	06/30/2010	\$70,290.00	12
15780100	Renew Grant		07/01/2010	06/30/2011	\$70,290.00	12

NEW PROPOSAL JUSTIFICATION:

N/A: Grant Renewal

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to renew grant # 15780100 for a period of 12 months from 07/01/2010 thru 06/30/2011 in the amount \$70,290.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: *Anthony Tedeschi*

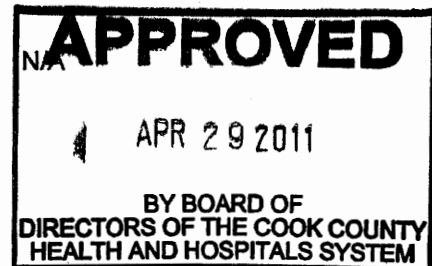
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*

Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*

William T. Foley, Chief Executive Officer



Request #

4

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-880 CCHHSS Administration		SPONSOR: William T. Foley, Chief Executive Officer, CCHHS	
DATE: 03/17/2011		PRODUCT / SERVICE: Other - Institution Membership Dues	
TYPE OF REQUEST: Approval of Payment		VENDOR / SUPPLIER: Illinois Hospital Association, Chicago Illinois	
FISCAL IMPACT: Stroger Hospital: \$85,375.19 Provident Hospital: \$59,954.78 Total: \$145,329.97		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 01/01/2011 thru 12/31/2011		CONTRACT #: N/A	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

Previous service period of 01/01/2010 thru 12/31/2010 was approved by the Board of Directors of Cook County Health and Hospitals System (CCHHS) on July 29, 2010.

NEW PROPOSAL JUSTIFICATION:

This membership allows CCHHS access to multiple surveys, databases, policy and advocacy councils, ad hoc task forces, and seminars on today's hot topics, publications, and the American Hospital Association annual membership meeting in Washington, D.C.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request for approval of payment for service period 01/01/2011 thru 12/31/2011 in the amount of \$145,329.97.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

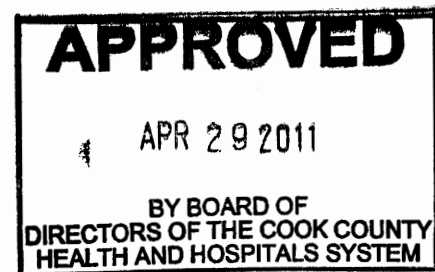
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS COO: Anthony Tedeschi
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: Michael Ayres
Michael Ayres, Chief Financial Officer



Request #
5

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CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-310 Stroger Hospital / Food and Nutrition Services 898-310 Oak Forest Hospital / Food and Nutrition Services		SPONSOR: Sharon Borchert, Director of Food and Nutrition Services, CCHHS Anthony Tedeschi, Interim COO, Stroger Hospital Sylvia Edwards, COO, Oak Forest Hospital	
DATE: 03/21/2011	PRODUCT / SERVICE: Product- Food Program Products		
TYPE OF REQUEST: Extend Contract	VENDOR / SUPPLIER: U.S. Foodservice, Bensenville, Illinois		
FISCAL IMPACT: None		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2011 thru 06/30/2011		CONTRACT #: 09-41-154	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

This is a request to extend the current contract with U.S. Foodservice to provide food program products for Stroger and Oak Forest hospitals. The extension is required to allow time to finalize a new system-wide contract which is expected to begin 07/01/2011. The remaining amount in the current contract is \$900,000.00.

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
09-41-154	Original	02/26/2010	03/15/2010	04/30/2011	\$3,130,400.00	14
09-41-154	Extend Contract		05/01/2011	06/30/2011	N/A	2

NEW PROPOSAL JUSTIFICATION:

This contract is not expected to be extended beyond June 30, 2011. An initiative is underway to consolidate all food and nutritional services into one system contract. The new agreement will include the provision of food and perishables by the successful contractor. The targeted start of the new system agreement is expected to begin 07/01/2011. A Request for Proposal (RFP) was issued; a selection committee is currently evaluating responses to determine the vendor of choice.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to extend contract 09-41-154 for a period of 2 months from 05/01/2011 to 06/30/2011 with no fiscal impact.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

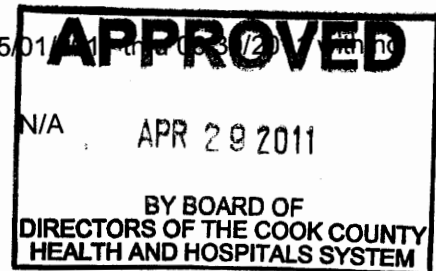
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer



Request #
6

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
CORE Center •

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890 CCHHS Department of Plant Operations		SPONSOR: Jim DeLisa, Director of Plant Operations, CCHHS John Morales, CFO, Stroger Hospital	
DATE: 03/31/2011		PRODUCT / SERVICE: Service - Clinical Engineering (Biomedical) Services	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Aramark Healthcare, Downers Grove, Illinois	
FISCAL IMPACT:		GRANT FUNDED AMOUNT:	
897-450 Stroger Hospital \$14,047,027.70		N/A	
891-450 Provident Hospital \$1,820,858.17			
898-450 Oak Forest Hospital \$1,150,582.44			
893-450 ACHN \$1,068,794.56			
895-450 Department of Public Health \$152,683.67			
240-450 Cermak Health Services \$106,607.45			
Total Cost: \$18,346,554.00			
CONTRACT PERIOD: 07/01/2011 thru 06/30/2014		CONTRACT #: H11-72-023	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP; Multiple Providers - Single Selection based on lowest pricing structure and service level commitment		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

Previous service was supported by multiple numbers of suppliers across CCHHS with non co-terminus contract periods. Each agreement varied in service level delivery and satisfaction.

NEW PROPOSAL JUSTIFICATION:

The proposed contract is the result of an extensive and highly competitive Request for Proposal (RFP) process involving five different vendors. Vendor presentations and proposals were reviewed by a Selection Committee consisting of 15 multi-disciplinary members who evaluated the submissions based on a criteria matrix which included each providers current capabilities and ability to support Key Performance Indicators as expected under the new contract service levels. The team narrowed its selection to Aramark Healthcare based on the lowest pricing structure and service level commitment of any of the other vendors, it was determined that Aramark Healthcare submitted the most comprehensive RFP. Based on these factors the selection committee voted unanimously to recommend the future contract to be awarded to Aramark Healthcare.

The new agreement will become a CCHHS system agreement; Aramark Healthcare would continue to service CCHHS and transition Provident Hospital, Oak Forest Hospital, and Cermak Health Services into the program. The proposed agreement will build upon the already existing Medical Equipment Management program that is currently in place. It will provide Clinical Engineering services across CCHHS. The program will continue to be centralized at Stroger Hospital. Aramark Healthcare has also built a detailed transition plan for the additional facilities to yield a seamless transition of service.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: \$3,471,705.00

Percent: 15.9%

WITHDRAWN

Request #

7

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DATE:

03/31/2011

PRODUCT / SERVICE:

Service - Clinical Engineering (Biomedical) Services

FINANCIAL IMPACT:

\$18,346,554.00

VENDOR / SUPPLIER:

Aramark Healthcare, Downers Grove, Illinois

TERMS OF REQUEST:

This is a request to execute contract H11-72-023 for a period of 36 months from 07/01/2011 thru 06/30/2014 in the amount of \$18,346,554.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS CFO:

Michael Ayres, Chief Financial Officer

CCHHS CEO:

William T. Foley, Chief Executive Officer

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 895-260 Department of Public Health		SPONSOR: Stephen A. Martin, COO, Department of Public Health <i>SM</i>	
DATE: 03/15/2011		PRODUCT / SERVICE: Service - Planning for the Comprehensive Emergency Management Plan	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Integrated Solutions Consulting Corporation, Chicago, Illinois	
FISCAL IMPACT: 9030901 Department of Public Health None		GRANT FUNDED AMOUNT: \$325,000.00	
CONTRACT PERIOD: 11/01/2010 thru 07/31/2011		CONTRACT #: H11-25-022	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

Integrated Solutions Consulting Corporation began development of the Comprehensive Emergency Management Plan (CEMP) pursuant to contract 09-41-153.

NEW PROPOSAL JUSTIFICATION:

The Cook County Department of Public Health (CCDPH) is requesting approval to execute a contract with Integrated Solutions Consulting Corporation (ISCC) to improve the level of readiness of the CCDPH, the Cook County community and co-operating regional entities in responding to public health emergencies. ISCC will work closely with CCDPH to further develop the CEMP. The CEMP is a secure, web-based program that is compliant with federal and state emergency preparedness and planning system requirements, and can be expanded and modified to meet the future needs of the CCDPH. ISCC will provide education and training, and will finalize and implement the CCDPH emergency management and response plans. ISCC is the sole proprietor of the CEMP which facilitates the integration of comprehensive emergency planning doctrine in a consistent and operational form. ISCC has worked with the Chicago Department of Public Health and the DuPage County Health Department. The delay in requesting board approval resulted from the passage of Illinois Public Health Law 51 with defining its additional requirements for grant contract procurement.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H11-25-022 for a period of 9 months from 11/01/2010 thru 07/31/2011 in the amount of \$325,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE?

ATTACHMENTS

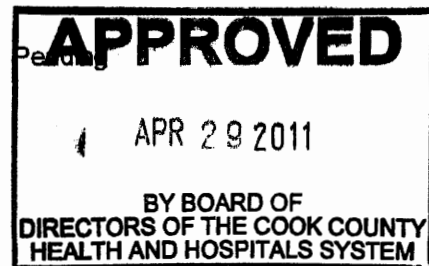
BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer



Request #
8

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

March 30, 2011

Ms. Girvena LeBlanc
Supply Chain Management
& Procurement Department
John H. Stroger, Jr. Hospital
1901 West Harrison Street, LL250
Chicago, IL 60612

Re: Contract No. H11-25-022

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Contractor:	Integrated Solutions Consulting Corporation
Contract Amount:	\$325,000.00

Waiver Granted: Good Faith Efforts documented include: engaged vendors for indirect participation. Additionally, the bidder's scope includes: to improve the level of readiness of CCDPH, the County, and further develop the CCDPH Comprehensive Emergency Management Plan (CEMP). The CEMP is a secure, password protected, web-based program that is compliant with federal and state emergency preparedness and planning system requirements, which offers no opportunity for M/WBE direct participation.

Velma Butler & Company	MBE	\$20,475.00	6.3%	Indirect participation
Mena Tours & Travel	WBE	\$14,625.00	4.5%	Indirect participation

The Office of Contract Compliance has been advised by the Requesting Department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Contract Compliance Administrator

LH/pgb

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-441 CCHHS / Health Information Systems		SPONSOR: Roslyn Lennon, CCO, CCHHS Dan Howard, CIO, CCHHS <i>RL</i> <i>DH</i>	
DATE: 03/15/2011		PRODUCT / SERVICE: Product and Service - Acuity Plus Software	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: QuadraMed Corporation, Merrifield, Virginia	
FISCAL IMPACT: 890-441 CCHHS \$218,253.35		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2011 thru 04/30/2014		CONTRACT #: H10-25-160	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

This is a new product and service request to build onto currently installed QuadraMed systems.

NEW PROPOSAL HISTORY:

Acuity Plus is a total resource management system that provides valid data for staff modeling and deployment, productivity, budget projection and management. With a focus on patient safety, it enables CCHHS to deploy clinicians and staff appropriately based on patient needs more effectively. This reporting module includes comprehensive standard and ad-hoc reports. Research based methodologies enable true unit-to-unit and facility-to-facility acuity adjusted benchmarking. Building upon the current systems relationship with QuadraMed Corporation, adding additional services will ensure continuity and minimizes costs associated with a full system installation. Therefore, a quotation was requested for the implementation of the Acuity Plus software.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H10-25-160 for a period of 36 months from 05/01/2011 thru 04/30/2014 in the amount of \$218,253.35.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? **Y**

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS COO: *Anthony Tedeschi*

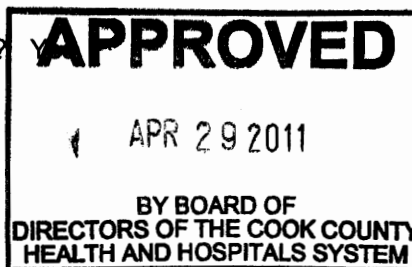
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*

Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*

William T. Foley, Chief Executive Officer



Request #

9

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From:

03/10/2011 10:24

#216 P.003/003

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

January 18, 2011

Ms. Girvena Leblanc
Director
Supply Chain Management
1900 West Polk Street, Suite 220
Chicago, Illinois 60612

Re: **Contract No. H10-25-160**

The following bidder for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Business Enterprise Ordinance and has been found responsive to the Ordinance.

- Quadramed Corporation

Waiver Granted:

Good Faith Efforts Documented include: bidder contacted assist agencies; bidder contacted Contract Compliance Department; identified and directly solicited M/WBE vendors; engaged vendors for indirect participation; ran advertisements.

The Office of Contract Compliance has been advised that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Director, Contract Compliance

LH:sdr



2011 JAN 17

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 891-450 Provident Hospital / Department of Plant Operations		SPONSOR: Robert Hamilton, COO, Provident Hospital <i>Robert Hamilton</i>	
DATE: 03/25/2011		PRODUCT / SERVICE: Service - Maintenance and Repair of Fire Sprinkler System	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Cavalry Fire Protection, Chicago, Illinois	
FISCAL IMPACT: 891-450 Provident Hospital		\$206,542.00	GRANT FUNDED AMOUNT: N/A
CONTRACT PERIOD: 05/01/2011 thru 04/30/2014		CONTRACT #: H10-72-137	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] Bid; Multiple providers: single selection based on cost		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

Cavalry Fire Protection was awarded the previous contract (07-53-218) for a period of 36 months with a 29 day extension granted. CCHHS reissued the bid and received two responses. Cavalry Fire Protection is the lowest qualified bidder meeting specifications.

NEW PROPOSAL JUSTIFICATION:

A contractor is needed to provide fire sprinkler system maintenance and repair, including portable fire extinguishers located at Provident Hospital, the out-patient pharmacy and the Sengstacke Clinic building. This contract will provide professional inspection, testing, maintenance and repair to the fire sprinkler systems and portable fire extinguishers to meet various regulatory requirements.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: \$91,310.00
Percent: 30%

TERMS OF REQUEST:

This is a request to execute contract H10-72-137 for a period of 36 months from 05/01/2011 thru 04/30/2014 in the amount of \$206,542.00.

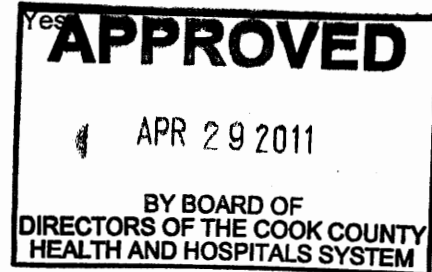
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

ATTACHMENTS

BID TABULATIONS: Yes
CONTRACT COMPLIANCE MEMO: Yes

CCHHS COO: *Anthony Tedeschi*
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer



Request #
10

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MAINTENANCE AND REPAIR FIRE SPRINKLER SYSTEM
FOR
PROVIDENT HOSPITAL OF COOK COUNTY

TABULATION OF BIDS

CENTRALIZED HOSPITAL PURCHASING
COOK COUNTY

Contract No.: **H10-72-137**
Requisition No.: 08910216

B.O. Date: 11/9/2010

BIDDER:	CALVARY FIRE PROTECTION SERVICES, LLC		ANCHOR MECHANICAL, INC.				
BASE BID:	\$206,542.00		\$444,730.00				
							J.L.

From:

04/12/2011 15:27

#138 P.001/003

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10th Dist.
11th Dist.
12th Dist.
13th Dist.
14th Dist.
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16th Dist.
17th Dist.



COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

January 14, 2011

Ms. Girvena LeBlanc
Procurement Director
Supply Chain Management
1969 W. Ogden, Suite LL250
Chicago, IL 60612

Re: Contract No. H10-72-137

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Woman Business Enterprises Ordinance and has been found to be responsive to the Ordinance.

Bidder: Cavalry Fire Protection Services, LLC
Bid Amount: \$206,542.00

<u>M/WBE</u>	<u>Status</u>	<u>Dollar Amount</u>	<u>%</u>
Cavalry Fire Protection Services, LLC	MBE-6	\$185,887.80	90%
Central States Manufacturing & Sales Corporation d/b/a Argo			
Summit Supply Co.	WBE-7	\$20,654.20 (D)	10%

The Office of Contract Compliance has been advised that no other bidders are being recommended for award.

Sincerely,

A handwritten signature in cursive script, appearing to read "Laverne Hall", is written over the word "Sincerely,".

Laverne Hall
Contract Compliance Administrator

LH/ae



Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-465 Stroger Hospital / Department of Anesthesiology and Pain Management		SPONSOR: <i>CV</i> Gennadiy Voronov, M.D., Chairman, Department of Anesthesiology and Pain Management Anthony Tedeschi, Interim COO, Stroger Hospital <i>TH</i>	
DATE: 03/15/2011		PRODUCT / SERVICE: Product - Echocardiography: Ultrasound System and Probes	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: GE Healthcare, Madison, Wisconsin	
FISCAL IMPACT: 897-465 Stroger Hospital		\$184,766.70	GRANT FUNDED AMOUNT: N/A
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H10-25-087	
<input checked="" type="checkbox"/>	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO; Multiple providers: single selection based on system compatibility with existing equipment in department		
<input type="checkbox"/>	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

No prior contract, this is a Capital Equipment purchase.

NEW PROPOSAL JUSTIFICATION:

Currently the department of Anesthesiology has one Vivid 7 Ultrasound System which is approximately in its tenth year of equipment useful life. The equipment is frequently out of service due to equipment failures. A direct impact of the failures is patient care resulting from postponed or canceled procedures as well as impacting revenue projections. The equipment impacts the standard of care for cardiac and vascular surgeries.

The purchase of one GE Healthcare Vivid 7 Ultrasound System will positively improve care delivery to handle all cardiac and vascular procedures and ensure balance within any associated revenues.

FINANCIAL BENEFIT: Discount Pricing

Cost avoidance calculation: \$147,078.30

Percent: 44.32%

TERMS OF REQUEST:

This is a request to execute contract H10-25-087 for a one time purchase in the amount of \$184,766.70. Capital item # 337 was approved by the Board of Commissioners of Cook County on 05/18/2009.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes APR 29 2011

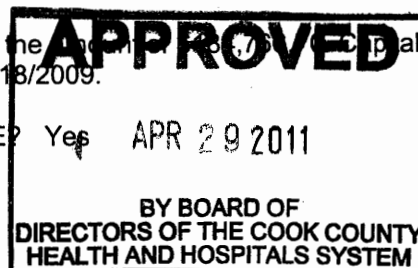
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS CFO: *[Signature]*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *[Signature]*
William T. Foley, Chief Executive Officer



Request #
11

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COOK COUNTY
 OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
 DIRECTOR

118 North Clark Street, Room 1020
 Chicago, Illinois 60602-1304
 TEL (312) 603-5502
 FAX (312) 603-4547

March 2, 2011

Ms. Girvena LeBlanc, BA, MPA
 Supply Chain Management
 Cook County Health & Hospital System
 1969 W. Ogden Ave., LL250
 Chicago, Illinois 60612

Re: Contract No. H10-25-087

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Bidder: GE Medical Systems
 Amount: \$184,766.70

Waiver granted

Due to the proprietary nature of this purchase it has been deemed that the contract is not further divisible. Requesting Department and the Office of Contract Compliance concur that is in the best interest of the County to award this contract.

The Office of Contract Compliance has been advised by the using department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
 Director, Contract Compliance

LH:zh



Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-362 Stroger Hospital / Department of Cardiology		SPONSOR: <i>R. Keen</i> Richard Keen, M.D., Chairman, Department of Surgery, Anthony Tedeschi, Interim COO, Stroger Hospital <i>(11)</i>	
DATE: 03/02/2011	PRODUCT / SERVICE: Product - GI Branch Mentor		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Symbionix USA Corporation, Cleveland, Ohio		
FISCAL IMPACT: 717/897-362 Stroger Hospital		\$143,550.00	GRANT FUNDED AMOUNT: N/A
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H10-73-133	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

No previous contract, this is a capital equipment purchase.

NEW PROPOSAL JUSTIFICATION:

The Department of Cardiology is requesting approval to purchase the GI Branch Mentor. The GI Branch Mentor is a computer simulation program which covers both upper and lower endoscopic diagnostic and therapeutic procedures. Combining hardware and software to create true to life sensation of performing real endoscopic procedures, the system provides feedback as to scope location, state of the GI tract, problematic occurrences and patient discomfort during the procedure. The GI Branch Mentor enables the instructor to design custom made tutorials, and assign them to selected trainees. Measurement and statistics are available for each performance of the trainee and provides monitoring and evaluation tools for the instructor.

CAE Healthcare is alternate provider of simulation technology; however, research results of active users reflect higher satisfaction rankings of the Symbionix technology.

FINANCIAL BENEFIT: Discount Pricing

Cost avoidance calculation: \$14,500.00

Percent: 10%

TERMS OF REQUEST:

This is a request to execute contract H10-73-133 for a one time purchase in the amount of \$143,550.00. Capital Item # 92 was approved by the Board of Commissioners of Cook County on 05/18/2009.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

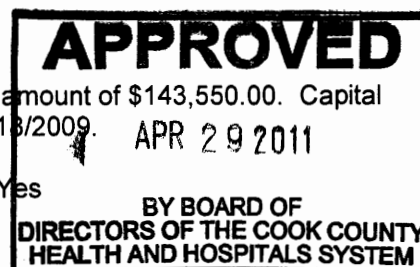
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS CFO: *Michael Ayres*
Michael Ayres, Chief Financial Officer

CCHHS CEO: *William T. Foley*
William T. Foley, Chief Executive Officer



Request #
12

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
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JESUS G. GARCIA
EDWIN REYES

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	ELIZABETH ANN DOODY GORMAN	17th Dist.



COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

February 23, 2011

Ms. Girvena LeBlanc, BA, MPA
Supply Chain Management
Cook County Health & Hospital System
1969 W. Ogden Ave., LL250
Chicago, Illinois 60612

Re: Contract No. H10-73-133

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Bidder: Simbionix, USA Corporation
Amount: \$143,550.00

Wavier Granted

Bidder's documentation indicated due to the nature of the product the company business does not allow for inclusion of M/WBE firm on this purchase. They are the manufacturer and supplier of the Simbionix GI-Bronch Mentor in the United States. The Requesting Department and the Office of Contract Compliance concur this is in the best interest of the County to award this contract.

The Office of Contract Compliance has been advised by the using department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Director, Contract Compliance

LH:zh



Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #4

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
ITEM IV(C)
APRIL 21, 2011 FINANCE COMMITTEE MEETING
SUPPLEMENTAL CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor	Service or Product	Fiscal Impact	Affiliate / System	Begins on Page #
Amend and Increase Contract					
13	More Direct Inc.	Product - computer equipment	\$1,200,000.00	System	2
Amend and Extend Contract					
14	University HealthSystem Consortium	Service - Group Purchasing Organization	No fiscal impact	System	4
Amend, Extend and Increase Contract					
15	The Sibery Group, LLC	Service - professional services	\$795,000.00	System	6
Execute Contracts					
16	McKesson Revenue Management Solutions	Service - professional fee coding/billing services	\$13,039,527.00	System	8
17	WW Grainger, Inc.	Product - institutional supplies (maintenance, repair and operational)	\$985,000.00	CHSCC, PHCC, SHCC, OFHCC	10
18	Covidien	Service - respiratory ventilator software and hardware upgrades	\$261,423.00	SHCC	12
19	Parata Systems	Product and Service - Parata Max with five year maintenance agreement	\$217,002.00	PHCC	14
20	Anika Clifton	Service - professional services contract: Human Resources Generalist	\$96,000.00	System	16

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-579 CCHHS / Health Information Systems		SPONSOR: Dan Howard, CIO, CCHHS DGH	
DATE: 04/06/2011		PRODUCT / SERVICE: Product - Computer Equipment	
TYPE OF REQUEST: Amend and Increase Contract		VENDOR / SUPPLIER: More Direct Inc., Boca Raton, Florida	
FISCAL IMPACT: 890-579 Health Information Systems \$1,200,000.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 08/01/2010 thru 07/31/2012		CONTRACT #: H10-25-093	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

This contract provides all computer equipment needed for Cook County Health and Hospitals System. The amendment and increase is needed due to end user devices that require replacement to support the increased demands of throughput. Included in this amendment will be upgrades to servers and end user devices that have reached their lifespan and no longer support the current application demands. The increase in end user utilization frequently causes slow response times and reduced productivity. Current utilization has 1,700 to 1,800 users accessing the current system with degradation experience experienced during peak shift times. This increase includes server hardware, additional storage for clinical systems, and end user devices (computers, printers, laptops and monitors).

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
H10-25-093	Original	07/29/2010	08/01/2010	07/31/2012	\$1,200,000.00	24
H10-25-093	Amend and Increase Contract				\$1,200,000.00	N/A

NEW PROPOSAL JUSTIFICATION:

Not applicable; this is a request to amend and increase the current contract.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

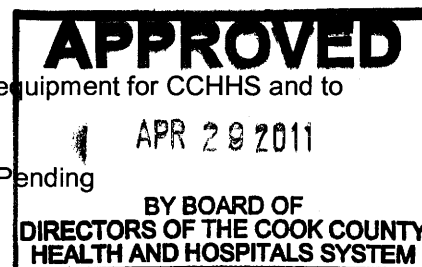
This is a request to amend contract H10-25-093 to provide additional computer equipment for CCHHS and to increase the contract amount by \$1,200,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending



Request #
13

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DATE: 04/06/2011	PRODUCT / SERVICE: Product - Computer Equipment
FISCAL IMPACT: 890-579 HIS \$1,200,000.00	VENDOR / SUPPLIER: More Direct Inc., Boca Raton, Florida

CCHHS COO: 
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer

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BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890 CCHHS Department of Supply Chain Management		SPONSOR: Anthony Tedeschi, COO, CCHHS	
DATE: 03/31/2011		PRODUCT / SERVICE: Service - Group Purchasing Organization	
TYPE OF REQUEST: Amend and Extend Contract		VENDOR / SUPPLIER: University HealthSystem Consortium, Oak Brook, Illinois	
FISCAL IMPACT: None		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 06/04/2009 thru 09/30/2013		CONTRACT #: H09-25-019	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

This is a request to amend and extend the current contract with University HealthSystem Consortium (UHC). This amendment will provide significant service enhancements to assist CCHHS to optimize its GPO purchase portfolio and to achieve increased savings from its GPO membership. UHC will provide CCHHS with Supply Chain Management Optimization services to maximize the value of CCHHS's group purchasing by means of managing total supply costs, data analysis, and negotiation of new group contracts or renegotiation of current vendor contracts for reduced pricing. To achieve these services, UHC will provide several personnel with at least 2 dedicated subject matter experts. In addition to the above referenced program, CCHHS will provide the following services at no cost to CCHHS:

- Novation and UHC Contracts
- Focused pricing assessments for Cardiology and Orthopedics
- Spend LINK to analyze CCHHS's entire medical/surgical spend
- Standardization programs
- Other services as deemed necessary

In order to take advantage of this program, a one year extension to the current agreement is needed. The proposed amendment and extension will provide CCHHS a sufficient period within which to take advantage of these savings programs and positively impact the budget targets of the organization.

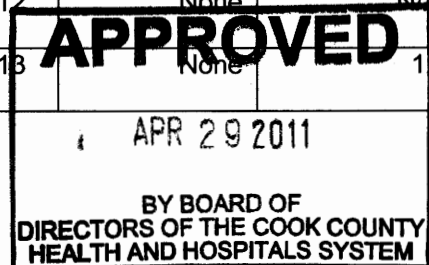
Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
H09-25-019	Original	09/18/2009	10/01/2009	09/30/2012	None	36
H09-25-019	Amend Contract		04/29/2011	09/30/2012	None	N/A
H09-25-019	Extend Contract		10/01/2012	09/30/2013	None	12

NEW PROPOSAL JUSTIFICATION:

Not applicable; requesting approval to amend and extend the current contract.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A
Percent: N/A



Request #
14

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DATE: 03/31/2011	PRODUCT / SERVICE: Service - Group Purchasing Organization
CONTRACT: H09-25-019	VENDOR / SUPPLIER: University HealthSystem Consortium, Oak Brook, Illinois

TERMS OF REQUEST:

This is a request to amend contract H09-25-019 and to extend contract H09-25-019 for a period of 12 months from 10/01/2012 thru 09/30/2013 with no fiscal impact.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? N/A

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: N/A

CCHHS CFO:

Michael Ayres, Chief Financial Officer

CCHHS CEO:

William T. Foley, Chief Executive Officer

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-260 CCHHS / Administration		SPONSOR: William T. Foley, CEO, CCHHS <i>WTF</i>	
DATE: 04/12/2011		PRODUCT / SERVICE: Service - Professional Services	
TYPE OF REQUEST: Amend, Extend and Increase Contract		VENDOR / SUPPLIER: The Sibery Group, LLC, Oak Brook, Illinois	
FISCAL IMPACT: 890-260 Administration \$795,000.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 07/01/2011 thru 12/31/2011		CONTRACT #: H09-72-013	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

The original request was for the provision of an Interim Chief Operating Officer for the Cook County Health and Hospitals System. Subsequent to the original approval there were three additional increases for the provision of professional consulting services at Oak Forest Hospital of Cook County (Addendum #1); consulting services to assist with The Joint Commission preparation at John H. Stroger, Jr. Hospital of Cook County (Addendum #2); for the Interim Chief Operating Officer for the System as well as the Interim Chief Operating Officer for Provident Hospital (Addendum #3); and for the provision of System Director of Support Services (Addendum #4). This request (Addendum #5) is in three parts:

1. The first part of this request is for a contract increase and extension for the provision of one full-time individual to serve concurrently as the Interim Chief Operating Officer for the Cook County Health and Hospitals System and the Interim Chief Operating Officer of the John H. Stroger, Jr. Hospital of Cook County for a six (6) month period, July 1, 2011 through December 31, 2011, for the amount of \$252,000.00. Either party may terminate this portion of this Addendum #5 upon thirty (30) days written notice to the other party.
2. The second part of this request is for a contract increase and extension for the continued provision of a full-time Interim Chief Operating Officer for Provident Hospital of Cook County for an additional period of six (6) months, July 1, 2011 through December 31, 2011, in the amount of \$198,000.00. Either party may terminate this portion of this Addendum #5 upon thirty (30) days written notice to the other party.
3. The third part of this request is for a contract increase and extension for the provision of professional services for a period of six (6) months, July 1, 2011 through December 31, 2011, in an amount not to exceed \$345,000.00 in support of preparation for the upcoming survey of Provident Hospital of Cook County by The Joint Commission. The fees for the first two months of the engagement will be \$32,050.00 every two weeks, assuming a total of seventy-two (72) hours per week. The amount charged for months three (3) thru six (6) will be \$25,415 every two weeks assuming sixty-four (64) hours per week. Either party may terminate this portion of this Addendum #5 upon thirty (30) days written notice to the other party. Should the Joint Commission arrive and conclude their Survey prior to the end of the six (6) month engagement timeframe, the fees will be prorated and the engagement will be concluded.

APPROVED

APR 29 2011

Request #
15

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

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DATE:
04/12/2011

PRODUCT / SERVICE:
Service - Professional Services

CONTRACT #:
H09-72-013

VENDOR / SUPPLIER:
The Sibery Group, LLC, Oak Brook, Illinois

Contract No.	Description	Bd. Approval	Start Date	End Date	Amount	Months
H09-72-013	Original	06/29/2009	07/01/2009	06/30/2010	\$432,000.00	12
H09-72-013	Amend and Increase Contract	09/18/2009	09/18/2009	06/30/2010	\$340,000.00	9
H09-72-013	Amend and Increase Contract	01/26/2010	01/26/2010	06/30/2010	\$415,240.00	5
H09-72-013	Amend, Extend and Increase Contract	06/25/2010	07/01/2010	06/30/2011	\$792,000.00	12
H09-72-013	Amend, Extend and Increase Contract (Addendum #4 only)	12/17/2010	01/01/2011	11/30/2011	\$187,000.00	11
H09-72-013	Amend, Extend and Increase Contract		07/01/2011	12/31/2011	\$795,000.00	6

NEW PROPOSAL JUSTIFICATION:

Not applicable; this is a request to amend, extend and increase the current contract.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to amend, extend and increase contract H09-72-013 for a period of six (6) months from 07/01/2011 thru 12/31/2011 in the amount of \$795,000.00 (\$252,000.00 – Interim System COO/Interim Stroger Hospital COO; \$198,000.00 – Interim Provident Hospital COO; and \$345,000.00 – Provident Hospital Joint Commission preparation).

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

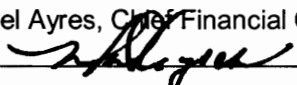
CONTRACT COMPLIANCE MEMO: Pending

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-260 CCHHS Administration / Department of Finance		SPONSOR: Michael Ayres, Chief Financial Officer, CCHHS 	
DATE: 04/06/2011	PRODUCT / SERVICE: Service - Professional Fee Coding / Billing Services		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: McKesson Revenue Management Solutions, Alpharetta, Georgia		
FISCAL IMPACT: 890-260 Department of Finance \$13,039,527.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2011 thru 04/30/2014		CONTRACT #: H11-25-034	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] RFP		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

No prior contract history; new service requested.

NEW PROPOSAL JUSTIFICATION:

CCHHS requires multi-specialty professional fee coding and billing services due to lack of infrastructure and staff in house. A Request for Proposal (RFP) was conducted; vendor proposals and presentations were evaluated by a selection committee comprised of several members from the departments of Finance and Health Information Systems, Administrative staff and physicians. Upon review, McKesson Revenue Management Solutions was chosen over four other vendors. McKesson Revenue Management Solutions has the expertise and capability to process the volumes expected at CCHHS.

This contract will provide for coding and billing of professional services system wide. The vendor will provide coding activities related to professional fees, evaluation and management services, HCPCS and procedure coding to the following areas (but not limited to): Clinic Outpatient, Respiratory Therapy, Radiation Therapy, Dialysis, Pain Management, PT/OT/Speech-Rehabilitation Therapy, Emergency Department and Ambulatory Surgery. McKesson Revenue Management Solutions will also be responsible for auditing the quality of coding and adherence to coding guidelines based on provider documentation in addition to physician documentation training and physician enrollment support as needed. The contract also provides for the billing of professional services for the services currently not reimbursed under the all-inclusive reimbursement arrangements.

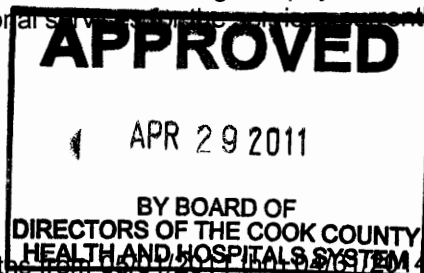
FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H11-25-034 for a period of 36 months from 05/01/2011 to 04/30/2014. This contract is a combined fixed fee and contingency contract with all fees paid to McKesson Revenue Management Solutions from the cash revenues generated as a result of the services provided. Patient revenues during this period to be collected are estimated to total \$45,802,047.00. Payments to McKesson Revenue Management Solutions for services would equate to approximately \$13,039,527.00, with estimated net revenues to CCHHS in the amount of \$32,762,520.00.



Request #

16

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DATE: 04/06/2011	PRODUCT / SERVICE: Service - Professional Fee Coding / Billing Services
FINANCIAL IMPACT: 890-260 CCHHS \$13,039,527.00	VENDOR / SUPPLIER: McKesson Revenue Management Solutions, Alpharetta, Georgia

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS COO: _____

Anthony Tedeschi, Chief Operating Officer

CCHHS CEO: _____

William T. Foley, Chief Executive Officer

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BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-450 CCHHS / Department of Plant Operations		SPONSOR: Jim DeLisa, Director of Plant Operations, CCHHS Mike Puisis, D.O., COO, Cermak Health Services Robert Hamilton, COO, Provident Hospital Anthony Tedeschi, Interim COO, Stroger Hospital Sylvia Edwards, COO, Oak Forest Hospital	
DATE: 03/22/2011	PRODUCT / SERVICE: Product - Institutional Supplies (Maintenance, Repair and Operational)		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: WW Grainger, Inc., Chicago, Illinois		
FISCAL IMPACT:		GRANT FUNDED AMOUNT:	
240-450 Cermak Health Services \$15,000.00		N/A	
891-450 Provident Hospital \$300,000.00			
897-450 Stroger Hospital \$500,000.00			
898-450 Oak Forest Hospital \$170,000.00			
Total \$985,000.00			
CONTRACT PERIOD: 04/21/2011 thru 12/31/2011		CONTRACT #: H11-72-019	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO; Multiple Providers - Single selection based on criteria and cost		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:
Previous contract history comprised of several contracts with various vendors per affiliate providing institutional supplies. This contract will consolidate all institutional supply needs into one system contract.

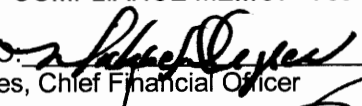
NEW PROPOSAL JUSTIFICATION:
The Department of Plant Operations is requesting approval to execute a system contract with WW Grainger, Inc. to provide institutional supplies for a variety of maintenance, repair and operational needs. WW Grainger, Inc. is the contracted vendor under the GPO to provide MRO supplies utilized by CCHHS.

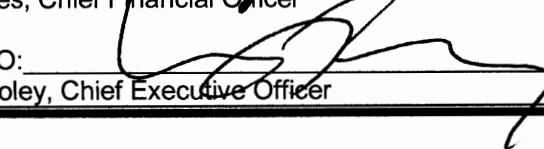
FINANCIAL BENEFIT: [Prior Cost versus New Cost]
Savings calculation: \$425,000.00
Percent: 30%

TERMS OF REQUEST:
This is a request to execute contract H11-72-019 for a period of 8 months from 04/21/2011 thru 12/31/2011 in the amount of \$985,000.00.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

ATTACHMENTS
BID TABULATIONS: N/A
CONTRACT COMPLIANCE MEMO: Yes

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer

APPROVED

APR 29 2011

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
17

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

March 17, 2011

Ms. Girvena LeBlanc, BA, MPA
Supply Chain Management
Procurement Department
John H. Stroger, Jr. Hospital
1969 W. Ogden Avenue, LL250
Chicago, IL 60612

Re: Contract No. H11-72-019 (Revised/Increase \$985,000.00)

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the service and/or supply goals of 25% MBE and 10% WBE participation.

Bidder: W.W. Grainger, Inc.
Bid Amount: \$985,000.00
Waiver Granted: Contract Compliance granted an M/WBE waiver based on the procurement spend W.W. Grainger demonstrates with local diverse suppliers.

The Office of Contract Compliance has been advised by the Requesting Department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Director

LH/lar

2011 MAR 21 AM 9:12



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Cook County Health & Hospitals System

AS AMENDED

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 897-360 Stroger Hospital / Department of Pulmonary Medicine and Critical Care		SPONSOR: Robert Cohen, M.D., Director of Pulmonary Medicine and Critical Care, CCHHS Anthony Tedeschi, Interim COO, Stroger Hospital Dan Howard, CIO, CCHHS	
DATE: 03/16/2011	PRODUCT / SERVICE: Service - Respiratory Ventilator software and hardware upgrades		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Covidien, St. Louis, Missouri		
FISCAL IMPACT: 717/897-360 Stroger Hospital		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H40-25-174 <u>H10-72-171</u>	
X	COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] GPO; Multiple Providers - Single Selection based on cost and criteria		
	NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

No previous contract, this is a capital equipment purchase.

NEW PROPOSAL

This capital acquisition is for hardware and software upgrades of respiratory ventilators needed to improve integration of clinical data from ventilators to the EMR (electronic medical record). While there are multiple providers of ventilators, this purchase will upgrade currently owned technology.

Covidien is the sole manufacturer of the Clinivision Clinical Information System Software (CISS) and its proprietary technology which includes the associated hardware and software upgrades. Based on the proprietary ownership Covidien is the only authorized agent to configure, install and train on usage of the technology.

FINANCIAL BENEFIT: Discount Pricing

Cost avoidance calculation: \$106,225.00

Percent: N/A

TERMS OF REQUEST: H10-72-171

This is a request to execute contract ~~H40-25-174~~ for a one time purchase in the amount of \$261,423.00. Capital Items # 2543 and 2544 were approved by the Board of Commissioners of Cook County on 04/09/2010.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? **Yes**

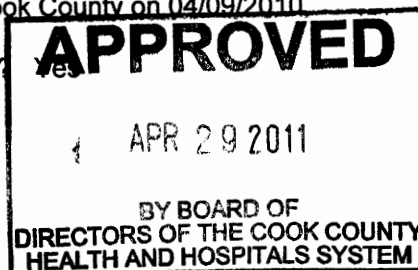
ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS CFO: 
Michael Ayres, Chief Financial Officer

CCHHS CEO: 
William T. Foley, Chief Executive Officer



Request #
18

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COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

February 24, 2011

Ms. Girvena LeBlanc, BA, MPA
Supply Chain Management
Cook County Health & Hospital System
1969 W. Ogden Ave., LL250
Chicago, Illinois 60612

Re: Contract No. H10-72-171

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Women Owned Business Enterprises Ordinance and has been found to be responsive to the Ordinance:

Bidder: Nellcor Puritan Bennett, LLC d/b/a Covidien
Amount: \$261,423.00

Wavier Granted

Nellcor Puritan Bennett, LLC d/b/a Covidien is the sole source provider and manufacture of the Clinivision software and its proprietary technology. Additionally, based on the CCHHS sole source letter and the medical need for this commodity it is in the best interests of the County to award this contract.

The Office of Contract Compliance has been advised by the using department that no other bidders are being recommended for award.

Sincerely,

LaVerne Hall
Director, Contract Compliance

LH:zh



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Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 891-540 Provident Hospital / Department of Pharmacy		SPONSOR: Judilynn Bult, Interim Pharmacy Director, CCHHS Robert Hamilton, COO, Provident Hospital Dan Howard, CIO, CCHHS	
DATE: 03/16/2011	PRODUCT / SERVICE: Product and Service - Parata Max with 5 year maintenance agreement		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Parata Systems, Durham, North Carolina		
FISCAL IMPACT: 717/891-540 Provident Hospital \$217,002.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: One Time Purchase		CONTRACT #: H10-25-143	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

Provident Hospital Outpatient pharmacy currently utilizes the Parata bar code prescription filling and dispensing system to dispense medication.

NEW PROPOSAL JUSTIFICATION:

The Department of Pharmacy is requesting approval to purchase the Parata Max equipment to upgrade the existing pharmacy medication automation filling system which included enhanced functionality at Provident Hospital's outpatient pharmacy.

Parata Systems is the single provider in the United States for the distribution and maintenance of the Parata Max system.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H10-25-143 for a one time purchase in the amount of \$217,002.00. Capital Item # 106 was approved by the Board of Commissioners of Cook County on 05/18/2009.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Yes

ATTACHMENTS

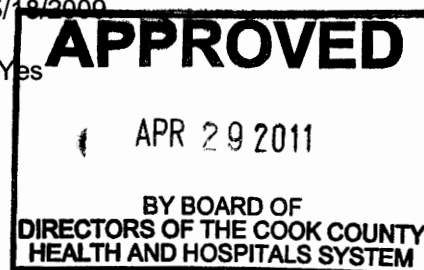
BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Yes

CCHHS COO: Anthony Tedeschi
Anthony Tedeschi, Chief Operating Officer

CCHHS CFO: Michael Ayres
Michael Ayres, Chief Financial Officer

CCHHS CEO: William T. Foley
William T. Foley, Chief Executive Officer



Request #
19

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
CORE Center •

We Bring Health CARE to Your Community

Revised 03/01/2011

From:

04/14/2011 12:09

#298 P.001/001

THE BOARD OF COMMISSIONERS

TONI PRECKWINKLE

PRESIDENT

EARLEAN COLLINS	1st Dist.	PETER N. SILVESTRI	5th Dist.
ROBERT STEELE	2nd Dist.	BRIDGET GAINER	10th Dist.
JERRY BUTLER	3rd Dist.	JOHN P. DALEY	11th Dist.
WILLIAM M. BEAVERS	4th Dist.	JOHN A. FRITCHEY	12th Dist.
DEBORAH SIMS	5th Dist.	LARRY SUFFREDIN	13th Dist.
JOAN PATRICIA MURPHY	6th Dist.	GREGG GOSLIN	14th Dist.
JESUS G. GARCIA	7th Dist.	TIMOTHY D. SCHNEIDER	15th Dist.
EDWIN REYES	8th Dist.	JEFFREY R. TOBOLSKI	16th Dist.
		ELIZABETH ANN DODDY GORMAN	17th Dist.



COOK COUNTY
OFFICE OF CONTRACT COMPLIANCE

LAVERNE HALL
DIRECTOR

118 North Clark Street, Room 1020
Chicago, Illinois 60602-1304
TEL (312) 603-5502
FAX (312) 603-4547

March 2, 2011

Ms. Girvena LeBlanc, BA, MPA
Supply Chain Management
Procurement Department
John H. Stroger, Jr. Hospital
1969 W. Ogden Avenue, LL250
Chicago, IL 60612

Re: Contract No. H10-25-143
Supplies, Proprietary Parata Pharmacy Medication Automated Filing System

Dear Ms. LeBlanc:

The following bid for the above referenced contract has been reviewed for compliance with the General Conditions regarding the Minority and Woman Business Enterprises Ordinance and has been found to be responsive to the Ordinance.

Bidder: Parata Systems, LLC

Bid Amount: \$217,002.00

Sole Source Participation Goal(s): 35% Overall

Indirect Justification: Parata Systems, LLC's explanation of indirect participation is due to the fact Parata is the sole source for Parata Max and maintenance of the equipment.

MBE/WBE PARTICIPATION

Company Name	M/WBE Status	Dollars	%	LOI (D/I)
Dewhit, Inc.	MBE (6)	\$75,950.70	35%	I

The Office of Contract Compliance has been advised that no other bidders are being recommended for award.

Sincerely,


LaVerne Hall
Director

LH/lar

2011 MAR -7 PM 2:

Cook County Health & Hospitals System

BOARD APPROVAL REQUEST

REQUESTING ACCOUNT / AFFILIATE / DEPT: 890-260 CCHHS Administration		SPONSOR:  Deborah A. Tate, Chief Human Resources Officer, CCHHS	
DATE: 03/25/2011		PRODUCT / SERVICE: Service - Professional Services Contract: HR Generalist	
TYPE OF REQUEST: Execute Contract		VENDOR / SUPPLIER: Anika Clifton, Chicago, Illinois	
FISCAL IMPACT: 890-260 CCHHS Administration \$96,000.00		GRANT FUNDED AMOUNT: N/A	
CONTRACT PERIOD: 05/01/2011 thru 04/30/2012		CONTRACT #: H10-25-183	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A			
X NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] Single Feasible Provider			

PRIOR CONTRACT HISTORY:

Anika Clifton had a professional services purchase order for the amount of \$24,900.00 which expired December 31, 2010. Ms. Clifton provided services as a Human Resources Generalist and supported the Chief Human Resources Officer.

NEW PROPOSAL JUSTIFICATION:

The Department of Human Resources is requesting approval to execute a contract with Anika Clifton as a HR Generalist. This position supports recruiting, compensation and employee engagement. It also provides direct assistance to the Chief Human Resources Officer and supports the project leads. Due to Ms. Clifton's previous history with CCHHS, a quotation was solicited for a professional services contract. Ms. Clifton's knowledge of all three work streams is critical for Human Resources to move forward in strategic projects.

This request was discussed at the CCHHS Human Resources committee on March 25, 2011.

FINANCIAL BENEFIT: [Prior Cost versus New Cost]

Savings calculation: N/A

Percent: N/A

TERMS OF REQUEST:

This is a request to execute contract H10-25-183 for a period of 12 months from 05/01/2011 thru 04/3/2012 in the amount of \$96,000.00.

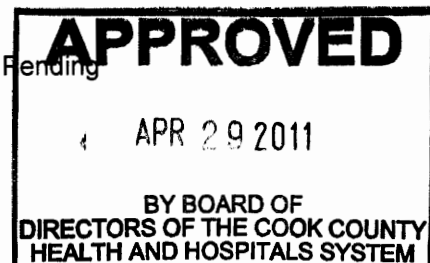
CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE? Pending

ATTACHMENTS

BID TABULATIONS: N/A

CONTRACT COMPLIANCE MEMO: Pending

CCHHS CEO: 
William T. Foley, Chief Executive Officer



Request #
20

• Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
• John H. Stroger, Jr. Hospital of Cook County • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein
CORE Center •

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #5

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the General Fund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

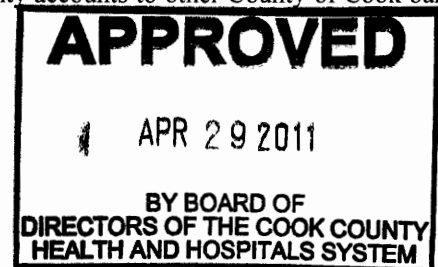
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County accounts to other County of Cook bank accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Health and Hospitals System Board.

BE IT FURTHER RESOLVED THAT, any funds drawn on said checking or savings accounts for deposit with the Cook County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.

Approved on April 29, 2011 by the Board of Directors of the Cook County Health and Hospitals System

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Miscellaneous Refund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

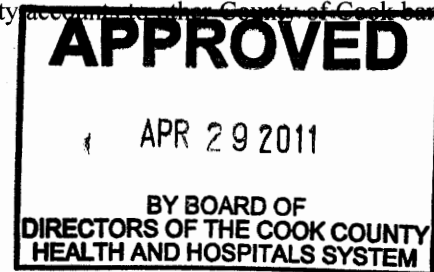
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County ~~accounts to other County of Cook bank~~ accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Health and Hospitals System Board.

BE IT FURTHER RESOLVED THAT, any funds drawn on said checking or savings accounts for deposit with the Cook County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.

Approved on April 29, 2011 by the Board of Directors of the Cook County Health and Hospitals System

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Petty Cash Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

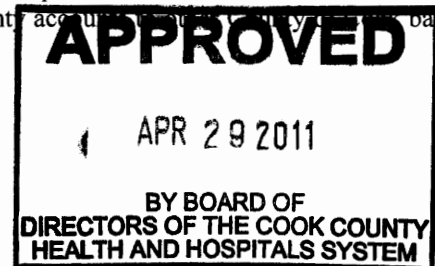
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County accounts to any other bank accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Health and Hospitals System Board.

BE IT FURTHER RESOLVED THAT, any funds drawn on said checking or savings accounts for deposit with the County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.

Approved on April 29, 2011 by the Board of Directors of the Cook County Health and Hospitals System

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Medicaid Reimbursement Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

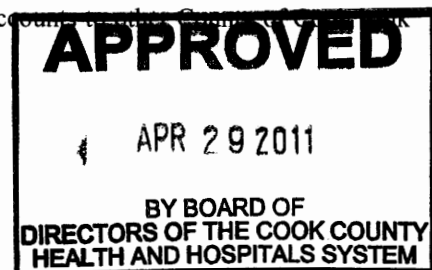
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County accounts to other Cook County accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Health and Hospitals System Board.

BE IT FURTHER RESOLVED THAT, any funds drawn on said checking or savings accounts for deposit with the Cook County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.

Approved on April 29, 2011 by the Board of Directors of the Cook County Health and Hospitals System

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Patient Refund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

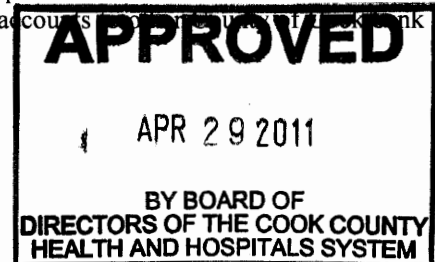
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA
5. Antoinette Williams

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County accounts to other banks or Cook County accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

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BE IT FURTHER RESOLVED THAT, any funds drawn on said checking or savings accounts for deposit with the Cook County Treasurer shall be transmitted to the Cook County Comptroller with an itemization of collections and designation of the account in the Office of the Comptroller.

Approved on April 29, 2011 by the Board of Directors of the Cook County Health and Hospitals System

RESOLUTION

WHEREAS, the Cook County Board of Commissioners, pursuant to Ordinance 08-O-35, established the Cook County Health and Hospitals System ("CCHHS or System"); and

WHEREAS, the Ordinance established the Cook County Health and Hospitals System Board of Directors and delegated governance of the System to that Board; and

WHEREAS, that Board has the legal authority to open and maintain checking and savings accounts at various banks; and

WHEREAS, it is now necessary to update those persons who are authorized to be signatories on these checking and savings accounts; and

WHEREAS, the checking and/or savings accounts for the John H. Stroger, Jr. Hospital of the Cook County Health and Hospitals System at the JP Morgan Chase Bank, for the following purposes, be updated for the Patient Trust Fund Account; and

NOW THEREFORE BE IT RESOLVED THAT:

The following are the names of those persons who are authorized to sign checks on these checking and/or savings accounts and that the signatures of at least two (2) of these persons shall be required on each check:

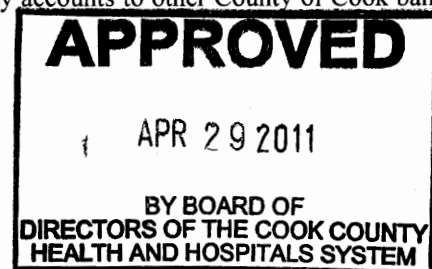
1. Terry Mason, M.D.
2. Anthony Tedeschi, M.D.
3. Michael Ayres
4. John R. Morales, CPA
5. Antoinette Williams
6. Janelle Caldwell

and that the following person(s) be deleted as a signatory:

1. William T. Foley
2. Johnny C. Brown

BE IT FURTHER RESOLVED THAT, the following are the names of those persons who are authorized to wire or otherwise transfer funds from the John H. Stroger, Jr. Hospital of Cook County accounts to other County of Cook bank accounts:

1. Percy C. Moss, III
2. Steven Kulhanek
3. Dena Townsend
4. Kimberly Velasquez
5. Kamlesh Thakrar
6. Ardis Brown
7. Kelli Thomas



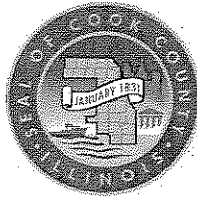
BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Board.

BE IT FURTHER RESOLVED THAT, the Cook County Auditor be directed to audit the checking accounts of said institution at the close of each Fiscal Year or at anytime it sees fit, and to file report(s) therein with the Cook County Health and Hospitals System Board.

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Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #6



OFFICE OF CONTRACT COMPLIANCE
118 NORTH CLARK, ROOM 1020 • CHICAGO, IL 60602
PHONE: 312-603-5502 • FAX: 312-603-4547

MEMORANDUM

DATE: April 21, 2011

TO: Cook County Health & Hospitals System Board of Directors

FROM: LaVerne Hall
Contract Compliance Administrator

RE: CCHHS 1st Quarter Supplier Diversity "Commitment" Report

Please see attached Supplier Diversity Commitment Report for Cook County Hospital Contracts for the first quarter of 2011. This report includes M/WBE commitments that were made January thru March 2011 on Cook County Government agreements.

The report includes the following information:

- Company awarded the contract
- Contract amount
- Direct – refers to supplier diversity that will be achieved by the direct utilization of M/WBE firms on the contract.
- Indirect – refers to firms that commit to utilizing M/WBE firms in their business model however they will not be utilizing the M/WBE firms on the Cook County contract. (*Contract Compliance recognizes this form of participation however it does not count towards the annual aspirational M/WBE goals*)
- Ethnicity of the M/WBE firms identified for participation on the agreement (AA – African American / H – Hispanic / A – Asian / W – Women owned)
- List the portion of the CCHHS contract that will be going to out-of-state firms
- Waiver - Check means a waiver was granted for supplier diversity on the agreement
- Exempt – refers to not-for-profit organization being awarded the contract and supplier diversity is not a goal of the agreement.
- Department – Refers to the department procuring the product or service.

Please feel free to contact me with any questions regarding the report at (312) 603-5503.

1/1/2011 thru 3/31/2011

1

Page 99 of 180

Quarterly Supplier Diversity Commitment Report
1/1/2011 thru 3/31/2011
CCHHS SERVICE

Company	Contract Amount	Direct	Indirect	AA	H	A	W	Out of State	Waiver	Extend & Increase	Dept.
Press Ganey Associates, Inc.	\$165,672.95							✓	✓		Administration
Whitfield Security Services*	\$174,566.68									✓	Administration
Moises Contracting*	\$10,000.00									✓	Buildings & Grounds
Smith Thomas Williams Healthcare*	\$114,000.00									✓	Cardiology
The Advisory Board Company	\$198,240.00							✓	Exempt		Chief Medical Officer
Imperial (U.S.) Parking	\$225,000.00									✓	Finance
M3 Medical Management Solutions*	\$186,000.00									✓	Finance
Siemens Medical Solutions	\$372,038.00							✓		✓	Health Information Stms.
QuadraMed Corporation	\$514,732.05							✓	✓		Health Information Stms.
ACS Healthcare Solutions	\$19,392,043.00	✓			35%			✓			Health Information Stms.
Women Health Consultants	\$150,000.00								Exempt	✓	Obstetrics & Gynecology
Laboratory Corporation of America	\$732,000.00									✓	Pathology
Abbott Laboratories	\$2,032,087.66		✓	25%			10%				Pathology
Illinois Department of Public Health	\$30,000.00								Exempt	✓	Pathology
Torres Consulting	\$42,000.00								✓		Public Affairs
Illinois Department of Public Health	\$200,995.00								Exempt		Public Health
Illinois Department of Public Health	\$3,150.00								Exempt		Public Health
Great Lakes Hemophilia Foundation	\$89,470.00							✓	Exempt		Public Health
Illinois Department of Public Health	\$1,720,002.50								Exempt		Public Health

Quarterly Supplier Diversity Commitment Report

[illegible]

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #7

Cook County Health and Hospitals System

Financial Statements for the Month Ended
January 31, 2011

As of April 13, 2011

Index

1. Mission Statement
2. Attestation Statement
3. Management Discussion and Analysis
4. Combining Balance Sheet – Assets
5. Combining Balance Sheet – Liabilities and Net Assets
6. Combining Income Statement
7. Comparative Income Statements:
 - Cook County Health Facilities (Consolidated)
 - Stroger Hospital
 - ACHN (Clinics)
 - Oak Forest Hospital
 - Provident Hospital
 - Bureau of Health
 - Dept. of Public Health
 - Cermak
8. Disclosure Checklist

COOK COUNTY HEALTH & HOSPITALS SYSTEM

MISSION STATEMENT

The Cook County Health and Hospitals System will deliver integrated health services with dignity and respect regardless of a patient's ability to pay; and,

Foster partnerships with other health providers and communities to enhance the health of the public; and,

Advocate for policies, which promote and protect the physical, mental and social well being of the people of Cook County.

Board of Directors
Cook County Health and Hospitals System

The accompanying financial statement of Cook County Health and Hospitals System and the related Management's Discussion and Analysis for the month ended January 31, 2011 have been prepared by Management who is responsible for their presentation and disclosure. The statement have not been compiled, reviewed or audited by independent accountants.

CCHHS maintains an internal control structure designed to provide reasonable assurance that assets are safeguarded and that transactions are properly executed, recorded and summarized to produce reliable records and reports,

To the best of Management's knowledge and belief the statements were prepared in conformity with generally accepted accounting principles and governmental accounting standards using the accrual basis of accounting and are based on recorded transactions and Management's best estimates and judgment.

Michael D. Ayres, Chief Financial Officer

Dorothy M. Loving, Executive Director of Finance

MANAGEMENT'S DISCUSSION AND ANALYSIS

INTRODUCTION

In May 2008, the Cook County Board of Commissioners renamed the Cook County Health Facilities as the Cook County Health and Hospital System (CCHHS).

This discussion and analysis provides the readers of the monthly unaudited financial statements of the CCHHS with an overview of the financial activities and financial activities for the month ended January 31, 2011. This discussion focuses on the significant financial issues and major financial activities during the current month. It should be read in conjunction with the accompanying financial statements of the CCHHS.

The CCHHS includes the following entities: John H. Stroger Jr. Hospital (JSH); Oak Forest Hospital (OFH); Provident Hospital (PHCC); the Department of Public Health (DPH); the Ambulatory and Community Health Network (ACHN); the Bureau of Health Services (BHS); and Cermak Health Services (CHS). Collectively, these entities provide primary, intermediate, acute, and tertiary medical care to patients, without regard to their ability to pay. The Bureau of Health Services oversees the operational, planning, and policy activities of the CCHHS.

The CCHHS is included in the reporting entity of the Cook County, Illinois, as an enterprise fund. As an enterprise fund, the CCHHS' financial statements are prepared using proprietary fund accounting that focuses on the determination of changes in net assets, financial position, and cash flows in a manner similar to private sector businesses. The financial statements are prepared on an accrual basis of accounting, which recognizes revenue when earned and expenses when incurred.

SUMMARY OF OPERATING AND FINANCIAL HIGHLIGHTS

The Cook County Health and Hospital Systems continues to undertake significant restructuring with a focus on operational efficiency so that the system can better fulfill its mission of serving the health care needs of the region. Effective in July, 2010 CCBHHS engaged Price Waterhouse Coopers as its revenue cycle vendor to re-engineer the revenue cycle process and to improve efficiencies within the expenditure process.

FINANCIAL HIGHLIGHTS (IN THOUSANDS)

The Cook County Health and Hospitals System finished the two months with overall revenue of \$225,235 and overall expenses was \$180,991.

Net Patient revenue for the two months was \$170,688.

Net Patient revenue consists of all charges including automated contractual allowances and bad debt adjustments. Write-off of Bad Debt is a CCHHS Board approved policy.

Other revenue was \$585. Other revenue consists primarily of parking and cafeteria revenue.

Accounts Receivable - January 2011

Accounts Receivable at the end of January was 17.8 million dollars higher than at the end of December 2010. This was an increase of 3.5% and was due to a number of factors. The System implemented a new single platform patient accounting system in December. Most of the billing from the new system was delayed until January to insure that bills were correct prior to sending them to the third party payers. There continued to be billing from the three legacy systems in December and there were additional collections from those legacy system billings. The delay in the billing was partially responsible for the increase in outstanding accounts receivable.

In addition to the billing delays that were associated with the implementation of the new single platform patient accounting system charges for patient services were increased at the beginning of the new fiscal year. This was done to bring amounts charged up to charge levels at other area facilities. Increasing charges will increase the gross dollars of accounts receivable outstanding after the price increase.

There are also some seasonal issues that tend to impact the collection of healthcare receivables that are the result of the holidays in December. The two holidays reduce the amount of hospital and intermediary staff time that is available to process the receivables through the system.

At the end of November the System had approximately 239 days of revenue outstanding. At the end of December the System had an estimated 230 days of revenue outstanding and by the end of January the days of revenue outstanding were down to 208 days of revenue outstanding. This was a favorable trend, but outstanding accounts receivable were still in excess of industry standards.

Operating Expenses at the end of two months was \$180,991 broken down as follows:

Salaries and Wages - \$104,895

Benefits - \$23,862

Supplies - \$20,043

Purchased Services, Rental, and Other - \$16,523

Depreciation - \$6,048

Utilities - \$699

Insurance - \$8,921

Nonoperating Revenue was \$53,962. The largest portions of this are attributed to sales tax in the amount of \$28,927 and property tax in the amount of \$13,658.

Taxes collected for the Health to date have been fully credited to the Health Fund.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis are intended to serve as an introduction to the CCHHS financial statements. CCHHS basic monthly unaudited financial statements are comprised of fund financial statements.

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The CCHHS, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Accounts Receivable Comparison
Cook County Health and Hospitals System
Fiscal 2011

Fiscal 2011		1/31/2011 Stroger	1/31/2011 Oak Forest	1/31/2011 Provident	1/31/2011 Combined Legacy	1/31/2011 BEPA	1/31/2011 Legacy + BEPA	11/30/2010 Combined Legacy	(=Growth)	%%						
Inpatient																
In-house	\$	-	\$	-	\$	47,618.00	\$	14,163,953.00	\$	14,211,571.00	\$	19,986,905.58	\$	5,775,334.58	29%	
Discharged Not Final Billed	\$	3,941,398.00	\$	(46,572.00)	\$	184,454.00	\$	4,079,280.00	\$	23,719,371.00	\$	27,798,651.00	\$	12,345,700.54	(15,452,950.46)	-125%
Billed	\$	215,611,801.27	\$	22,410,763.12	\$	21,211,999.60	\$	259,234,563.99	\$	46,211,757.74	\$	305,446,321.73	\$	291,150,173.24	(14,296,148.49)	-5%
Total Inpatient Asccounts Receivable	\$	219,553,199.27	\$	22,364,191.12	\$	21,444,071.60	\$	263,361,461.99	\$	84,095,081.74	\$	347,456,543.73	\$	323,482,779.36	(23,973,764.37)	-7%
Outpatient																
Unbilled	\$	16,086,018.67	\$	141,893.01	\$	3,486,485.48	\$	19,714,397.16	\$	11,221,301.40	\$	30,935,698.56	\$	26,490,787.35	(4,444,911.21)	-17%
Billed	\$	84,501,399.44	\$	6,943,426.31	\$	23,687,340.24	\$	115,132,165.99	\$	36,978,727.16	\$	152,110,893.15	\$	141,704,243.66	(10,406,649.49)	-7%
Total Outpatient Accounts Receivable	\$	100,587,418.11	\$	7,085,319.32	\$	27,173,825.72	\$	134,846,563.15	\$	48,200,028.56	\$	183,046,591.71	\$	168,195,031.01	(14,851,560.70)	-9%
Combined Inpatient and Outpatient A/R																
Unbilled	\$	20,027,416.67	\$	95,321.01	\$	3,718,557.48	\$	23,841,295.16	\$	49,104,625.40	\$	72,945,920.56	\$	58,823,393.47	(14,122,527.09)	-24%
Billed	\$	300,113,200.71	\$	29,354,189.43	\$	44,899,339.84	\$	374,366,729.98	\$	83,190,484.90	\$	457,557,214.88	\$	432,854,416.90	(24,702,797.98)	-6%
Total IP and OP Accounts Receivable	\$	320,140,617.38	\$	29,449,510.44	\$	48,617,897.32	\$	398,208,025.14	\$	132,295,110.30	\$	530,503,135.44	\$	491,677,810.37	(38,825,325.07)	-8%
Average Daily Revenue							\$	2,546,902.65	\$			2,054,207.00				6%
Days of Revenue Outstanding		Days of Revenue Outstanding								208			239			

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
January 31, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
ASSETS										
CURRENT ASSETS:										
Cash and cash equivalents:										
Cash in banks	1,141	1	1,143	99	14	0	1,256	6	0	1,262
Cash held by Cook Co Treas	379,304		379,304	60,990	95,021	200	535,515	83,995	3,149	622,659
Due from working cash fund	58,955	34,607	93,562	0	0	0	93,562	0	0	93,562
Total cash & cash equivalent	439,400	34,609	474,009	61,090	95,035	200	630,333	84,001	3,149	717,483
Property taxes receivable:										
Tax levy - current year	60,736	38,571	99,307	14,095	17,837	3,684	134,923	15,413	0	150,335
Tax levy - prior year	30,687	15,895	46,582	6,358	8,172	1,547	62,660	3,641	0	66,301
Total property taxes rec	91,424	54,466	145,890	20,453	26,009	5,231	197,582	19,053	0	216,636
Receivables:										
Patient AR-net of allowances	173,632	0	173,632	12,067	21,292	0	206,990	0	0	206,990
Third-party settlements	0	0	0	22	0	0	22	0	0	22
Other receivables	619	10	629	12	19	164	824	0	3	827
Due from State - sales taxes	6,869	7,567	14,437	2,035	3,314	658	20,444	2,783	5,700	28,927
Interacct (payable)receivabl	(119,439)	0	(119,439)	15,306	(16,019)	120,153	2	(2)	0	0
Total receivables	61,681	7,577	69,258	29,442	8,607	120,975	228,282	2,781	5,703	236,766
Inventories	3,486	0	3,486	372	1,292	0	5,150	0	1,467	6,617
TOTAL CURRENT ASSETS	595,991	96,652	692,643	111,356	130,943	126,406	1,061,348	105,836	10,318	1,177,502
CAPITAL ASSETS:										
Depreciable assets - net	394,899	7,570	402,469	29,528	23,707	5,647	461,351	98	533	461,982
TOTAL ASSETS	990,890	104,222	1,095,112	140,884	154,650	132,053	1,522,699	105,934	10,851	1,639,484

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
January 31, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
LIABILITIES & NET ASSETS										
CURRENT LIABILITIES:										
Due to Cook County Treasurer	0	201,973	201,973			482,631	684,604		0	684,604
Accounts payable	9,134	437	9,571	2,136	1,461	10,777	23,945	1,253	269	25,467
Accrued salaries, wages, & other liabilities	12,082	1,483	13,565	2,237	256	1,613	17,671	0	1,232	18,903
Compensated absences	24,773	2,942	27,714	3,845	4,133	3,061	38,753	1,094	2,159	42,006
Third-party settlements	5,214		5,214			0	5,214		0	5,214
Deferred revenues	38,420	0	38,420	12,087	10,071	0	60,577	0	0	60,577
Due to others	0		0	12	6	0	18	0	0	18
TOTAL CURRENT LIABILITIES	89,622	206,835	296,457	20,316	15,928	498,082	830,783	2,346	3,660	836,789
LONG-TERM LIABILITIES:										
Reserve-tax objection suits	3,202	1,659	4,861	664	853	161	6,538	706	0	7,244
TOTAL LIABILITIES	92,824	208,494	301,318	20,980	16,781	498,243	837,321	3,052	3,660	844,033
OPERATING NET ASSETS:										
Invested in capital assets, net of related debt	394,899	7,570	402,469	29,528	23,707	5,647	461,351	98	533	461,982
Beginning balance	436,378	(123,699)	312,679	93,066	111,315	(344,051)	173,009	101,122	9,046	283,177
Bond depreciation	4,592	157	4,749	508	417	355	6,028	0	20	6,048
Excess revenue (expenses)	62,198	11,700	73,898	(3,198)	2,430	(28,140)	44,990	1,662	(2,407)	44,245
Ending balance	898,066	(104,271)	793,795	119,904	137,869	(366,190)	685,378	102,882	7,191	795,451
TOTAL LIABILITIES & OPERATING NET ASSETS	990,890	104,222	1,095,112	140,883	154,650	132,053	1,522,699	105,934	10,851	1,639,484

Cook County Health Facilities
Combining Income Statement of General Funds (Unaudited)
(In Thousands)
January 31, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
REVENUE:										
Net patient service revenue	134,616	17,004	151,620	9,756	9,312	0	170,688	0	0	170,688
Other revenue	378	40	418	30	16	0	463	30	92	585
Total Revenue:	134,994	17,044	152,037	9,786	9,328	0	171,151	30	92	171,273
OPERATING EXPENSES:										
Salaries and wages	61,823	7,723	69,546	10,632	7,997	7,916	96,092	2,041	6,762	104,895
Employee benefits	13,821	1,903	15,724	2,543	2,040	2,302	22,609	312	941	23,862
Supplies	1,029	8,576	9,605	636	112	9,618	19,972	3	69	20,043
Purchased svs, rental & other	4,119	469	4,588	1,117	844	9,512	16,062	182	279	16,523
Depreciation	4,592	157	4,749	508	417	355	6,028	0	20	6,048
Utilities	530	25	555	135	2	0	692	7	0	699
Insurance expense	4,898	796	5,694	1,146	741	585	8,167	247	506	8,921
TOTAL OPERATING EXPENSES	90,812	19,649	110,461	16,718	12,154	30,289	169,622	2,792	8,577	180,991
GAIN (LOSS) FROM OPERATIONS	44,182	(2,606)	41,577	(6,933)	(2,827)	(30,289)	1,529	(2,761)	(8,485)	(9,717)
NONOPERATING REVENUE:										
Property taxes	4,637	5,510	10,147	871	834	472	12,323	1,335	0	13,658
Cigarette taxes	717	428	1,145	171	220	42	1,578	182	0	1,760
Sales taxes	6,869	7,567	14,437	2,035	3,314	658	20,444	2,783	5,700	28,927
Interest income	0	0	0	0	0	0	0	0	0	0
Retirement plan contribution	5,793	801	6,593	658	889	977	9,116	124	377	9,617
TOTAL NONOPERATING REVENUE	18,016	14,306	32,322	3,735	5,257	2,148	43,461	4,424	6,077	53,962
NET INCOME (LOSS)	62,198	11,700	73,898	(3,198)	2,430	(28,140)	44,990	1,662	(2,407)	44,245

Cook County Health Facilities
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue	61,089	109,600	170,688
Other revenue	51	534	585
Total Revenue	<u>61,140</u>	<u>110,133</u>	<u>171,273</u>
OPERATING EXPENSES:			
Salaries and wages	44,133	60,762	104,895
Employee benefits	11,527	12,336	23,862
Supplies	8,738	11,305	20,043
Purchased svcs, rental & other	8,744	7,778	16,523
Depreciation	3,034	3,014	6,048
Utilities	24	675	699
Insurance expense	4,460	4,460	8,921
TOTAL OPERATING EXPENSES	<u>80,660</u>	<u>100,331</u>	<u>180,991</u>
GAIN (LOSS) FROM OPERATIONS	<u>(19,520)</u>	<u>9,803</u>	<u>(9,717)</u>
NONOPERATING REVENUE:			
Property taxes	12,022	1,636	13,658
Cigarette taxes		1,760	1,760
Sales taxes	14,630	14,298	28,927
Interest income	0	0	0
Retirement plan contribution	4,865	4,752	9,617
TOTAL NONOPERATING REVENUE	<u>31,517</u>	<u>22,445</u>	<u>53,962</u>
NET INCOME (LOSS)	<u>11,997</u>	<u>32,248</u>	<u>44,245</u>

Stroger Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue	45,389	89,227	134,616
Other revenue	28	350	378
Total Revenue	<u>45,416</u>	<u>89,578</u>	<u>134,994</u>
OPERATING EXPENSES:			
Salaries and wages	25,984	35,839	61,823
Employee benefits	6,458	7,363	13,821
Supplies	406	623	1,029
Purchased svcs, rental & other	2,076	2,043	4,119
Depreciation	2,296	2,296	4,592
Utilities	8	522	530
Insurance expense	2,449	2,449	4,898
TOTAL OPERATING EXPENSES	<u>39,676</u>	<u>51,135</u>	<u>90,812</u>
GAIN (LOSS) FROM OPERATIONS	<u>5,740</u>	<u>38,442</u>	<u>44,182</u>
NONOPERATING REVENUE:			
Property taxes	5,318	(682)	4,637
Cigarette taxes		717	717
Sales taxes	3,474	3,395	6,869
Interest income			
Retirement plan contribution	2,801	2,991	5,793
TOTAL NONOPERATING REVENUE	<u>11,593</u>	<u>6,422</u>	<u>18,016</u>
NET INCOME (LOSS)	<u>17,333</u>	<u>44,864</u>	<u>62,198</u>

ACHN (Clinics)
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue	7,435	9,568	17,004
Other revenue		40	40
Total Revenue	<u>7,435</u>	<u>9,608</u>	<u>17,044</u>
OPERATING EXPENSES:			
Salaries and wages	3,284	4,439	7,723
Employee benefits	989	914	1,903
Supplies	6,269	2,307	8,576
Purchased svcs, rental & other	157	312	469
Depreciation	78	78	157
Utilities	10	15	25
Insurance expense	398	398	796
TOTAL OPERATING EXPENSES	<u>11,186</u>	<u>8,463</u>	<u>19,649</u>
GAIN (LOSS) FROM OPERATIONS	<u>(3,751)</u>	<u>1,145</u>	<u>(2,606)</u>
NONOPERATING REVENUE:			
Property taxes	2,755	2,755	5,510
Cigarette taxes		428	428
Sales taxes	3,827	3,740	7,567
Interest income			
Retirement plan contribution	404	397	801
TOTAL NONOPERATING REVENUE	<u>6,986</u>	<u>7,320</u>	<u>14,306</u>
NET INCOME (LOSS)	<u>3,235</u>	<u>8,465</u>	<u>11,700</u>

Oak Forest Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue	4,244	5,512	9,756
Other revenue	15	15	30
Total Revenue	<u>4,259</u>	<u>5,527</u>	<u>9,786</u>
OPERATING EXPENSES:			
Salaries and wages	4,449	6,184	10,632
Employee benefits	1,317	1,226	2,543
Supplies	212	424	636
Purchased svcs, rental & other	318	799	1,117
Depreciation	254	254	508
Utilities	3	132	135
Insurance expense	573	573	1,146
TOTAL OPERATING EXPENSES	<u>7,126</u>	<u>9,592</u>	<u>16,718</u>
GAIN (LOSS) FROM OPERATIONS	<u>(2,867)</u>	<u>(4,065)</u>	<u>(6,933)</u>
NONOPERATING REVENUE:			
Property taxes	1,102	(231)	871
Cigarette taxes		171	171
Sales taxes	1,029	1,006	2,035
Interest income	0	0	0
Retirement plan contribution	483	175	658
TOTAL NONOPERATING REVENUE	<u>2,614</u>	<u>1,121</u>	<u>3,735</u>
NET INCOME (LOSS)	<u>(254)</u>	<u>(2,944)</u>	<u>(3,198)</u>

Provident Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue	4,020	5,292	9,312
Other revenue	9	7	16
Total Revenue	<u>4,029</u>	<u>5,299</u>	<u>9,328</u>
OPERATING EXPENSES:			
Salaries and wages	3,570	4,427	7,997
Employee benefits	1,023	1,017	2,040
Supplies	71	41	112
Purchased svcs, rental & other	402	442	844
Depreciation	208	208	417
Utilities		2	2
Insurance expense	371	371	741
TOTAL OPERATING EXPENSES	<u>5,646</u>	<u>6,509</u>	<u>12,154</u>
GAIN (LOSS) FROM OPERATIONS	<u>(1,617)</u>	<u>(1,210)</u>	<u>(2,827)</u>
NONOPERATING REVENUE:			
Property taxes	1,417	(583)	834
Cigarette taxes		220	220
Sales taxes	1,676	1,638	3,314
Interest income			
Retirement plan contribution	444	444	889
TOTAL NONOPERATING REVENUE	<u>3,537</u>	<u>1,719</u>	<u>5,257</u>
NET INCOME (LOSS)	<u>1,921</u>	<u>510</u>	<u>2,430</u>

Bureau of Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue			
Other revenue			
Total Revenue			
OPERATING EXPENSES:			
Salaries and wages	3,352	4,564	7,916
Employee benefits	795	1,507	2,302
Supplies	1,654	7,964	9,618
Purchased svcs, rental & other	5,534	3,979	9,512
Depreciation	177	177	355
Insurance expense	293	293	585
TOTAL OPERATING EXPENSES	11,805	18,484	30,289
GAIN (LOSS) FROM OPERATIONS	(11,805)	(18,484)	(30,289)
NONOPERATING REVENUE:			
Property taxes	268	204	472
Cigarette taxes		42	42
Sales taxes	333	325	658
Interest income			
Retirement plan contribution	356	621	977
TOTAL NONOPERATING REVENUE	956	1,192	2,148
NET INCOME (LOSS)	(10,849)	(17,291)	(28,140)

Dept of Public Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue		0	0
Other revenue		30	30
Total Revenue		30	30
OPERATING EXPENSES:			
Salaries and wages	710	1,331	2,041
Employee benefits	268	44	312
Supplies	56	(53)	3
Purchased svcs, rental & other	142	40	182
Utilities	3	4	7
Insurance expense	124	124	247
TOTAL OPERATING EXPENSES	1,302	1,489	2,792
GAIN (LOSS) FROM OPERATIONS	(1,302)	(1,459)	(2,761)
NONOPERATING REVENUE:			
Property taxes	1,162	172	1,335
Cigarette taxes		182	182
Sales taxes	1,407	1,376	2,783
Interest income			
Retirement plan contribution	85	39	124
TOTAL NONOPERATING REVENUE	2,654	1,769	4,424
NET INCOME (LOSS)	1,352	310	1,662

Cermak
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending January 31, 2011

	<u>December 31, 2010</u>	<u>Inc (Dec)</u>	<u>January 31, 2011</u>
REVENUE:			
Net patient service revenue			
Other revenue		92	92
Total Revenue		92	92
OPERATING EXPENSES:			
Salaries and wages	2,784	3,978	6,762
Employee benefits	676	265	941
Supplies	70	(1)	69
Purchased svs, rental & other	115	164	279
Depreciation	20	(0)	20
Insurance expense	253	253	506
TOTAL OPERATING EXPENSES	3,918	4,658	8,577
GAIN (LOSS) FROM OPERATIONS	(3,918)	(4,567)	(8,485)
NONOPERATING REVENUE:			
Sales taxes	2,883	2,817	5,700
Interest income			
Retirement plan contribution	293	84	377
TOTAL NONOPERATING REVENUE	3,176	2,901	6,077
NET INCOME (LOSS)	(742)	(1,665)	(2,407)

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
FINANCIAL STATEMENT DISCLOSURE CHECKLIST

Fiscal Year 2011

OBJECTIVE:

The object of this checklist is to help determine if the form and contents of the financial statements are in conformity with the accounting standards applicable to financial statement basis of accounting.

DISCLOSURE PRINCIPLES:

Note: Management can comply with a disclosure principle by making disclosure in body of financial statements or in the notes accompanying the financial statements. In a compilation engagement, management's election to omit substantially all disclosures applies to all disclosure principles in GAAP financial statements.

	<u>Yes, N/A, No?</u>	<u>If no, state reason (immaterial, estimated, etc.)</u>
FINANCIAL STATEMENT REFERENCES:		
1. Do the financial statements reference footnotes (MD&A) or selected information?	Yes	
GENERAL DISCLOSURES:		
<u>A. Estimates:</u>		
1. General disclosure about use of estimates (MD&A)?	Yes	
2. Disclosure of possible changes in estimates?	Yes	
<u>B. Vulnerabilities do to concentrations in following areas disclosed?:</u>		
1. Customers?	Yes	
2. Suppliers?	Yes	
3. Lenders?	Yes	
4. Products?	Yes	
5. Supply of materials, labor or supplies?	Yes	
6. Location of assets in geographic area?	Yes	
<u>C. Related parties (FASB 57):</u>		
1. Known common control and economic dependency disclosure?	Yes	
2. Known transactions with related parties disclosed?	Yes	
<u>OTHER DISCLOSURE AREAS TO BE CONSIDERED:</u>		
1. Method of consolidations?	Yes	
2. Accounting changes including changes in GAAP and in estimates?	Yes	
3. Business combinations?	Yes	
4. Discontinues operations?	Yes	
5. Going concern?	Yes	

COMMENTS:

Completed by _____

Date _____

Reviewed by _____

Date _____

Cook County Health and Hospitals System

Financial Operations and Statistical Reports
(Non GAAP)

For the Month Ended January 31, 2011

Index

1. Actual vs. Budget – Cash Receipts
2. Actual vs. Budget – Expenditures
3. Actual vs. Budget – Expenses per Adjusted Patient Days
4. Payer Mix
5. Utilization Factors

Year-To-Date Cash Receipts
Actual to Budget Comparison by Payer Type

John H. Stroger, Jr., Hospital of Cook County
Through January-2011

	Actual	Budget	Variance
Medicaid	\$ 16,534,663	\$ 16,926,659	\$ (391,996)
Medicare	8,454,534	4,978,750	3,475,784
Other	2,177,418	3,801,869	(1,624,451)
Totals	<u>\$ 27,166,615</u>	<u>\$ 25,707,278</u>	<u>\$ 1,459,337</u>

Provident Hospital of Cook County
Through January-2011

Payer Type	Actual	Budget	Variance
Medicaid	\$ 1,367,987	\$ 2,129,606	\$ (761,619)
Medicare	923,934	1,449,914	(525,980)
Other	384,758	674,387	(289,629)
Totals	<u>\$ 2,676,679</u>	<u>\$ 4,253,907</u>	<u>\$ (1,577,228)</u>

Oak Forest Hospital of Cook County
Through January-2011

Payer Type	Actual	Budget	Variance
Medicaid	\$ 1,692,759	\$ 2,505,035	\$ (812,276)
Medicare	256,987	834,687	(577,700)
Other	140,232	156,278	(16,046)
Totals	<u>\$ 2,089,978</u>	<u>\$ 3,496,000</u>	<u>\$ (1,406,022)</u>

CCHHS Totals

Through January-2011

Payer Type	Actual	Budget	Difference
Medicaid	\$ 19,595,409	\$ 21,561,300	\$ (1,965,891)
Medicare	9,635,455	7,263,351	2,372,104
Other	2,702,408	4,632,534	(1,930,126)
Totals	<u>\$ 31,933,272</u>	<u>\$ 33,457,185</u>	<u>\$ (1,523,913)</u>

Cook County Health Facilities
Appropriated Expenditures
Budget and Actual (Non-GAAP Budget Basis) [with TEMPORARY BUDGET #'S]
January 31, 2011

	Year to Date		
	Actual	Budget	Variance
STROGER HOSPITAL			
Salaries and wages	69,545,948	54,553,300	(14,992,648)
Supplies	9,605,351	11,376,713	1,771,362
Purchased svcs, rental & other	4,588,200	10,307,621	5,719,421
Utilities	554,509	2,321,821	1,767,312
Total	84,294,008	78,559,455	(5,734,553)
OAK FOREST HOSPITAL			
Salaries and wages	10,632,304	9,279,391	(1,352,913)
Supplies	636,122	1,083,441	447,319
Purchased svcs, rental & other	1,117,283	2,009,289	892,006
Utilities	135,164	574,198	439,034
Total	12,520,873	12,946,319	425,446
PROVIDENT HOSPITAL			
Salaries and wages	7,997,418	9,154,130	1,156,712
Supplies	112,465	1,305,573	1,193,108
Purchased svcs, rental & other	844,401	4,063,547	3,219,146
Utilities	2,145	394,456	392,311
Total	8,956,429	14,917,705	5,961,276
BUERAU OF HEALTH			
Salaries and wages	7,916,230	6,861,021	(1,055,209)
Supplies	9,617,799	10,313,641	695,842
Purchased svcs, rental & other	9,512,433	14,092,110	4,579,677
Total	27,046,462	31,266,772	4,220,310
DEPT OF PUBLIC HEALTH			
Salaries and wages	2,041,169	2,121,124	79,955
Supplies	2,726	47,505	44,779
Purchased svcs, rental & other	181,735	658,634	476,899
Utilities	6,860	17,885	11,025
Total	2,232,490	2,845,148	612,658
CERMAK			
Salaries and wages	6,761,895	5,886,515	(875,380)
Supplies	68,891	200,921	132,030
Purchased svcs, rental & other	278,594	831,277	552,683
Total	7,109,380	6,918,713	(190,667)
GRAND TOTAL			
Salaries and wages	104,894,964	87,855,481	(17,039,483)
Supplies	20,043,354	24,327,793	4,284,439
Purchased svcs, rental & other	16,522,646	31,962,478	15,439,832
Utilities	698,678	3,308,360	2,609,682
Total	142,159,642	147,454,113	5,294,471

**Cook County Health Facilities
System Expenses per Adjusted Patient Days
Budget and Actual (Non-GAAP Budget Basis)
As of January 31, 2011**

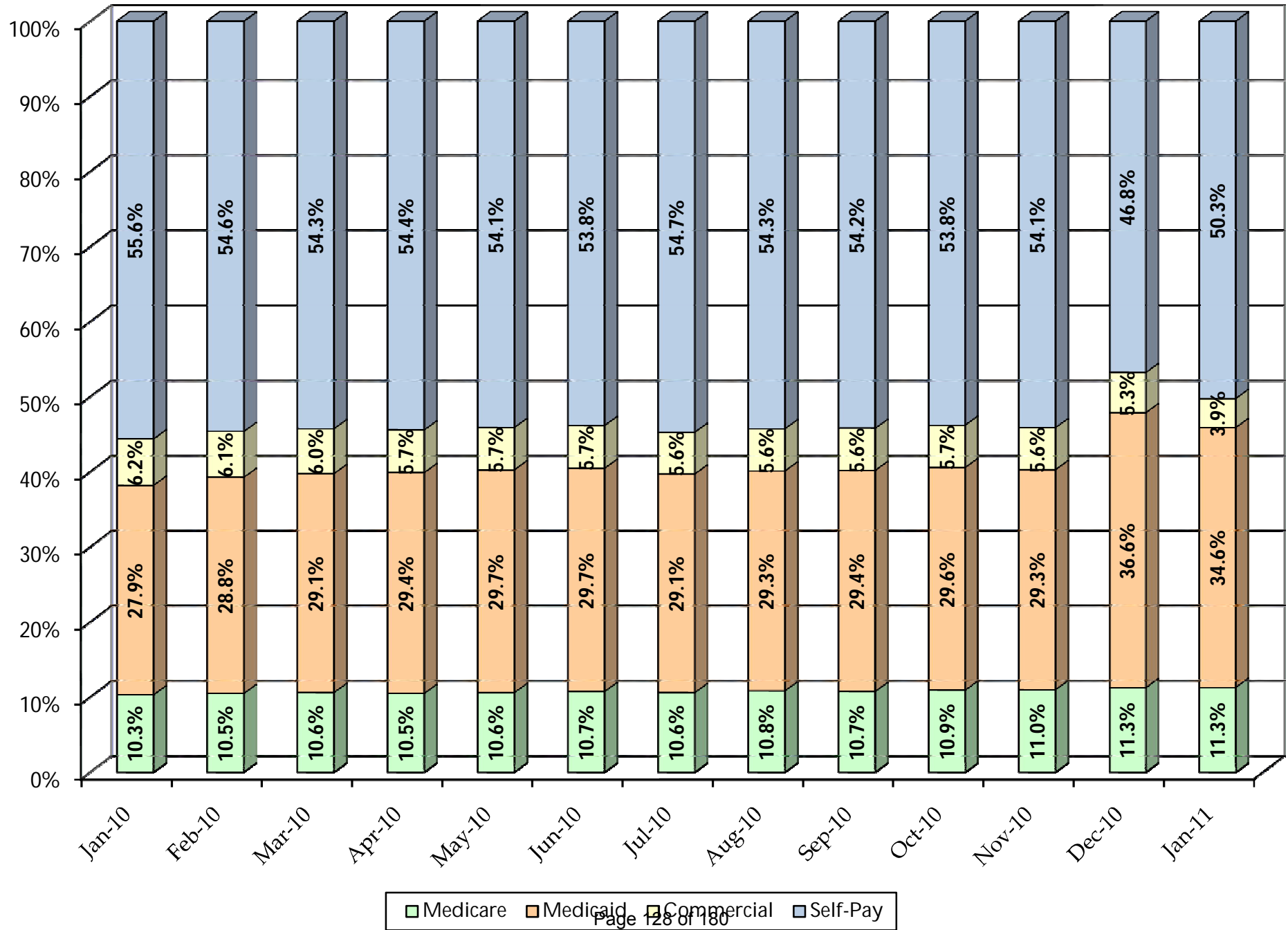
<u>Institution</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Stroger	\$ 4,427	\$ 4,067	-8.83%
Oak Forest	\$ 3,385	\$ 4,076	16.95%
Provident	\$ 3,491	\$ 5,067	31.11%

Note: Budget is based on temporary numbers.

IP And OP Cumulative Combined Payer Mix Comparison

Cook County Health And Hospitals System

Prior 13 Months Ending January-2011



CCHHS Utilization Factors
January-2011

Admissions

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	I	Budget	Variance	Actual	Budget	Variance
Medicare	257	214	43	64	81	(17)	24	40	(16)	345	335	10
Medicaid	370	846	(476)	49	120	(71)	14	91	(77)	433	1,057	(624)
Medicaid-Pending	376	-	376	49	-	49	44	-	44	469	-	469
Adjusted Medicaid	746	846	(100)	98	120	(22)	58	91	(33)	902	1,057	(155)
Commercial	45	131	(86)	9	19	(10)	2	3	(1)	56	153	(97)
Self-Pay	876	825	51	114	101	13	101	147	(46)	1,091	1,073	18
Charity	87	-	87	9	-	9	21	-	21	117	-	117
Cermak	45	-	45	-	-	-	-	-	-	45	-	45
Workmens' Compensation	4	-	4	-	-	-	-	-	-	4	-	4
Total Admissions	2,060	2,016	44	294	321	(27)	206	281	(75)	2,560	3,675	(58)

Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	I	Budget	Variance	Actual	Budget	Variance
Medicare	1,187	1,096	91	241	311	(70)	304	238	66	1,732	1,645	87
Medicaid	1,950	4,341	(2,391)	167	462	(295)	253	538	(285)	2,370	5,341	(2,971)
Medicaid-Pending	1,798	-	1,798	146	-	146	258	-	258	2,202	-	2,202
Adjusted Medicaid	3,748	4,341	(593)	313	462	(149)	511	538	(27)	4,572	5,341	(769)
Commercial	286	672	(386)	20	74	(54)	7	15	(8)	313	761	(448)
Self-Pay	4,195	4,227	(32)	341	389	(48)	603	870	(267)	5,139	5,486	(347)
Charity	359	-	359	13	-	13	77	-	77	449	-	449
Cermak	236	-	236	-	-	-	5	-	5	241	-	241
Workmens' Compensation	13	-	13	-	-	-	-	-	-	13	-	13
Total Patient Days	10,024	10,336	(312)	928	1,236	(308)	1,507	1,661	(154)	12,459	18,574	(774)

Adjusted Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	I	Budget	Variance	Actual	Budget	Variance
Medicare	2,171	1,876	295	720	555	165	835	438	397	3,726	2,869	857
Medicaid	3,565	7,433	(3,868)	499	825	(326)	695	988	(293)	4,759	9,246	(4,487)
Medicaid-Pending	3,288	-	3,288	436	-	436	709	-	709	4,433	-	4,433
Adjusted Medicaid	6,853	7,433	(580)	935	825	110	1,404	988	416	9,192	9,246	(54)
Commercial	523	1,150	(627)	60	132	(72)	19	28	(9)	602	1,310	(708)
Self-Pay	7,672	7,237	435	1,019	694	325	1,657	1,600	57	10,348	9,531	817
Charity	657	-	657	39	-	39	212	-	212	908	-	908
Cermak	432	-	432	-	-	-	14	-	14	446	-	446
Workmens' Compensation	24	-	24	-	-	-	-	-	-	24	-	24
Total Adjusted Patient Days	18,332	17,696	56	2,773	2,206	677	4,141	3,054	1,503	25,246	22,956	2,290

Average Length of Stay

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital - Acute			Oak Forest Hospital - Rehabilitation		
	Actual	Budget	Variance	Actual	Budget	Variance	I	Budget	Variance	Actual	Budget	Variance
Medicare	5.9	5.0	0.9	4.9	4.0	0.9	3.5	6.9	(3.4)	19.3	15.2	4.1
Medicaid	5.7	5.0	0.7	3.9	4.0	(0.1)	8.2	6.9	1.3	21.0	15.2	5.8
Medicaid-Pending	5.3	5.0	0.3	3.9	4.0	(0.1)	4.6	6.9	(2.3)	15.6	15.2	0.4
Commercial	8.3	5.0	3.3	1.6	4.0	(2.4)	3.5	6.9	(3.4)	-	-	-
Self-Pay	5.3	5.0	0.3	3.9	4.0	(0.1)	4.6	6.9	(2.3)	15.6	15.2	0.4
Charity	4.7	5.0	(0.3)	1.7	4.0	(2.3)	3.5	6.9	(3.4)	28.0	15.2	12.8
Cermak	5.7	5.0	0.7	-	-	-	-	-	-	14.0	15.2	(1.2)
Workmens' Compensation	6.0	5.0	1.0	-	-	-	-	-	-	-	-	-
Overall Average LOS	5.5	5.0	0.5	4.0	4.0	-	4.5	6.9	(2.4)	18.5	15.2	3.3

CCHHS Utilization Factors
Cumulative For Fiscal Year 2011 Through January-2011

Admissions

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	492	428	64	137	160	(23)	50	73	(23)	679	661	18
Medicaid	750	1,692	(942)	86	237	(151)	41	166	(125)	877	2,095	(1,218)
Medicaid-Pending	730	-	730	100	-	100	91	-	91	921	-	921
Adjusted Medicaid	1,480	1,692	(212)	186	237	(51)	132	166	(34)	1,798	2,095	(297)
Commercial	95	262	(167)	20	38	(18)	7	5	2	122	305	(183)
Self-Pay	1,702	1,650	52	234	200	34	212	268	(56)	2,148	2,118	30
Charity	161	-	161	11	-	11	63	-	63	235	-	235
Cermak	81	-	81	-	-	-	1	-	1	82	-	82
Workmens' Compensation	5	-	5	-	-	-	-	-	-	5	-	5
Total Admissions	4,016	4,032	(16)	588	635	(47)	465	512	(47)	5,069	5,179	(110)

Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	2,277	2,140	137	568	634	(66)	583	439	144	3,428	3,213	215
Medicaid	3,986	8,475	(4,489)	299	940	(641)	633	993	(360)	4,918	10,408	(5,490)
Medicaid-Pending	3,460	-	3,460	323	-	323	587	-	587	4,370	-	4,370
Adjusted Medicaid	7,446	8,475	(1,029)	622	940	(318)	1,220	993	227	9,288	10,408	(1,120)
Commercial	725	1,312	(587)	68	151	(83)	20	28	(8)	813	1,491	(678)
Self-Pay	8,075	8,254	(179)	753	793	(40)	1,372	1,607	(235)	10,200	10,654	(454)
Charity	585	-	585	21	-	21	196	-	196	802	-	802
Cermak	362	-	362	-	-	-	14	-	14	376	-	376
Workmens' Compensation	25	-	25	-	-	-	-	-	-	25	-	25
Total Patient Days	19,495	20,181	(686)	2,032	2,518	(486)	3,405	3,067	338	24,932	25,766	(834)

Adjusted Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	3,725	3,663	62	1,320	1,131	189	1,238	808	430	6,283	5,602	681
Medicaid	6,470	14,511	(8,041)	813	1,679	(866)	1,251	1,824	(573)	8,534	18,014	(9,480)
Medicaid-Pending	5,658	-	5,658	688	-	688	1,178	-	1,178	7,524	-	7,524
Adjusted Medicaid	12,128	14,511	(2,383)	1,501	1,679	(178)	2,429	1,824	605	16,058	18,014	(1,956)
Commercial	1,149	2,246	(1,097)	148	269	(121)	38	52	(14)	1,335	2,567	(1,232)
Self-Pay	13,205	14,131	(926)	1,774	1,415	359	2,769	2,955	(186)	17,748	18,501	(753)
Charity	979	-	979	54	-	54	384	-	384	1,417	-	1,417
Cermak	612	-	612	-	-	-	27	-	27	639	-	639
Workmens' Compensation	41	-	41	-	-	-	-	-	-	41	-	41
Total Adjusted Patient Days	31,839	34,551	(2,712)	4,797	4,494	303	6,885	5,639	1,246	43,521	44,684	(1,163)

Cook County Health and Hospitals System

Financial Statements for the Month Ended
February 28, 2011

As of April 15, 2011

Index

1. Mission Statement
2. Attestation Statement
3. Management Discussion and Analysis
4. Combining Balance Sheet – Assets
5. Combining Balance Sheet – Liabilities and Net Assets
6. Combining Income Statement
7. Comparative Income Statements:
 - Cook County Health Facilities (Consolidated)
 - Stroger Hospital
 - ACHN (Clinics)
 - Oak Forest Hospital
 - Provident Hospital
 - Bureau of Health
 - Dept. of Public Health
 - Cermak
8. Disclosure Checklist

COOK COUNTY HEALTH & HOSPITALS SYSTEM

MISSION STATEMENT

The Cook County Health and Hospitals System will deliver integrated health services with dignity and respect regardless of a patient's ability to pay; and,

Foster partnerships with other health providers and communities to enhance the health of the public; and,

Advocate for policies, which promote and protect the physical, mental and social well being of the people of Cook County.

Board of Directors
Cook County Health and Hospitals System

The accompanying financial statement of Cook County Health and Hospitals System and the related Management's Discussion and Analysis for the month ended February 28, 2011 have been prepared by Management who is responsible for their presentation and disclosure. The statement have not been compiled, reviewed or audited by independent accountants.

CCHHS maintains an internal control structure designed to provide reasonable assurance that assets are safeguarded and that transactions are properly executed, recorded and summarized to produce reliable records and reports,

To the best of Management's knowledge and belief the statements were prepared in conformity with generally accepted accounting principles and governmental accounting standards using the accrual basis of accounting and are based on recorded transactions and Management's best estimates and judgment.

Michael D. Ayres, Chief Financial Officer

Dorothy M. Loving, Executive Director of Finance

MANAGEMENT'S DISCUSSION AND ANALYSIS

INTRODUCTION

In May 2008, the Cook County Board of Commissioners renamed the Cook County Health Facilities as the Cook County Health and Hospital System (CCHHS).

This discussion and analysis provides the readers of the monthly unaudited financial statements of the CCHHS with an overview of the financial activities and financial activities for the month ended February 28, 2011. This discussion focuses on the significant financial issues and major financial activities during the current month. It should be read in conjunction with the accompanying financial statements of the CCHHS.

The CCHHS includes the following entities: John H. Stroger Jr. Hospital (JSH); Oak Forest Hospital (OFH); Provident Hospital (PHCC); the Department of Public Health (DPH); the Ambulatory and Community Health Network (ACHN); the Bureau of Health Services (BHS); and Cermak Health Services (CHS). Collectively, these entities provide primary, intermediate, acute, and tertiary medical care to patients, without regard to their ability to pay. The Bureau of Health Services oversees the operational, planning, and policy activities of the CCHHS.

The CCHHS is included in the reporting entity of the Cook County, Illinois, as an enterprise fund. As an enterprise fund, the CCHHS' financial statements are prepared using proprietary fund accounting that focuses on the determination of changes in net assets, financial position, and cash flows in a manner similar to private sector businesses. The financial statements are prepared on an accrual basis of accounting, which recognizes revenue when earned and expenses when incurred.

SUMMARY OF OPERATING AND FINANCIAL HIGHLIGHTS

The Cook County Health and Hospital Systems continues to undertake significant restructuring with a focus on operational efficiency so that the system can better fulfill its mission of serving the health care needs of the region. Effective in July, 2010 CCBHHS engaged Price Waterhouse Coopers as its revenue cycle vendor to re-engineer the revenue cycle process and to improve efficiencies within the expenditure process.

FINANCIAL HIGHLIGHTS (IN THOUSANDS)

The Cook County Health and Hospitals System finished the three months with overall revenue of \$314,023 and overall expenses was \$257,953.

Net Patient revenue for the three months was \$239,216.

Net Patient revenue consists of all charges including automated contractual allowances and bad debt adjustments. Write-off of Bad Debt is a CCHHS Board approved policy.

Other revenue was \$809. Other revenue consists primarily of parking and cafeteria revenue.

Accounts receivable increased by the end of February from the levels at the end of January by 18.5 million dollars or 3.5%. The February level of unbilled inpatient claims declined by over 3 million dollars from month end January. The billed inpatient claims increased by 12.4 million dollars. Some of the increase in billed accounts receivable maybe the result of the delays in December and January associated with the implementation of the single platform patient accounting system. The combination of a reduction in unbilled claims and an increase in the billed claims should result in a lower outstanding inpatient receivable in the coming months.

Outpatient accounts receivable had a slightly different pattern from that of inpatient in February as compared to January. There was an increase in unbilled outpatient accounts of 1.2 million dollars or approximately 4%. The billed outpatient accounts receivable increased by 8.5 million dollars or 5.6%. Some of the dollars of the increase are the result of the charge increase that was implemented at the beginning of the new fiscal year.

February accounts receivable in general increased from the level at the end of January. At the end of February there were 220 days of revenue outstanding. This is an increase of 12 days or 5.8% of out standing days of revenue from the level at the end of January. The level of outstanding accounts receivable is higher than it should be as compared to other facilities. Some of the outstanding accounts receivable may be the result of unprocessed claims for Medicaid coverage and an additional backlog of unpaid Medicaid claims. The System is taking steps to address these two problems with the goal of bringing outstanding accounts receivable down to industry standards.

Operating Expenses at the end of three months was \$257,953 broken down as follows:

Salaries and Wages - \$144,230

Benefits - \$34,222

Supplies - \$29,206

Purchased Services, Rental, and Other - \$26,386

Depreciation - \$9,101

Utilities - \$1,428

Insurance - \$13,381

Nonoperating Revenue was \$73,998. The largest portions of this are attributed to sales tax in the amount of \$43,402 and property tax in the amount of \$13,658.

Taxes collected for the Health to date have been fully credited to the Health Fund.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis are intended to serve as an introduction to the CCHHS financial statements. CCHHS basic monthly unaudited financial statements are comprised of fund financial statements.

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The CCHHS, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Accounts Receivable Comparison
Cook County Health and Hospitals System
Fiscal 2011

		2/28/2011 Stroger	2/28/2011 Oak Forest	2/28/2011 Provident	2/28/2011 Combined Legacy	2/28/2011 BEPA	2/28/2011 Legacy + BEPA	11/30/2010 Combined Legacy	(=Growth)	%%
Inpatient										
In-house	\$	-	\$ -	\$ 68,394.00	\$ 68,394.00	\$ 13,912,797.00	\$ 13,981,191.00	\$ 19,986,905.58	6,005,714.58	30%
Discharged Not Final Billed	\$	2,637,568.00	\$ 60,683.00	\$ 86,433.00	\$ 2,784,684.00	\$ 21,621,585.00	\$ 24,406,269.00	\$ 12,345,700.54	(12,060,568.46)	-98%
Billed	\$	199,881,495.03	\$ 21,824,278.15	\$ 20,455,970.09	\$ 242,161,743.27	\$ 75,709,723.69	\$ 317,871,466.96	\$ 291,150,173.24	(26,721,293.72)	-9%
Total Inpatient Asccounts Receivable	\$	202,519,063.03	\$ 21,884,961.15	\$ 20,610,797.09	\$ 245,014,821.27	\$ 111,244,105.69	\$ 356,258,926.96	\$ 323,482,779.36	(32,776,147.60)	-10%
Outpatient										
Unbilled	\$	15,625,758.00	\$ 140,453.34	\$ 3,185,980.60	\$ 18,952,191.94	\$ 13,196,340.87	\$ 32,148,532.81	\$ 26,490,787.35	(5,657,745.46)	-21%
Billed	\$	77,585,529.45	\$ 5,948,722.19	\$ 22,352,177.38	\$ 105,886,429.02	\$ 54,692,658.76	\$ 160,579,087.78	\$ 141,704,243.66	(18,874,844.12)	-13%
Total Outpatient Accounts Receivable	\$	93,211,287.45	\$ 6,089,175.53	\$ 25,538,157.98	\$ 124,838,620.96	\$ 67,888,999.63	\$ 192,727,620.59	\$ 168,195,031.01	(24,532,589.58)	-15%
Combined Inpatient and Outpatient A/R										
Unbilled	\$	18,263,326.00	\$ 201,136.34	\$ 3,340,807.60	\$ 21,805,269.94	\$ 48,730,722.87	\$ 70,535,992.81	\$ 58,823,393.47	(11,712,599.34)	-20%
Billed	\$	277,467,024.48	\$ 27,773,000.34	\$ 42,808,147.47	\$ 348,048,172.29	\$ 130,402,382.45	\$ 478,450,554.74	\$ 432,854,416.90	(45,596,137.84)	-11%
Total IP and OP Accounts Receivable	\$	295,730,350.48	\$ 27,974,136.68	\$ 46,148,955.07	\$ 369,853,442.23	\$ 179,133,105.32	\$ 548,986,547.55	\$ 491,677,810.37	(57,308,737.18)	-12%
Average Daily Revenue						\$	2,491,988.18	2,054,207.00		8%
Days of Revenue Outstanding	Days of Revenue Outstanding						220	239		

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
February 28, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
ASSETS										
CURRENT ASSETS:										
Cash and cash equivalents:										
Cash in banks	1,016	1	1,017	99	2	0	1,118	6	0	1,124
Cash held by Cook Co Treas	370,219		370,219	58,669	91,459	200	520,547	86,875	2,195	609,617
Due from working cash fund	58,665	34,607	93,273	0	0	0	93,273	0	0	93,273
Total cash & cash equivalent	429,900	34,609	464,509	58,768	91,461	200	614,938	86,882	2,195	704,014
Property taxes receivable:										
Tax levy - current year	60,034	38,571	98,605	14,095	17,837	3,684	134,221	15,413	0	149,633
Tax levy - prior year	30,687	15,895	46,582	6,358	8,172	1,547	62,660	3,641	0	66,301
Total property taxes rec	90,722	54,466	145,188	20,453	26,009	5,231	196,881	19,053	0	215,934
Receivables:										
Patient AR-net of allowances	156,163	0	156,163	12,000	14,363	0	182,525	0	0	182,525
Third-party settlements	7,028	0	7,028	15	70	0	7,113	0	0	7,113
Other receivables	619	10	629	12	19	164	824	0	3	827
Due from State - sales taxes	6,869	7,567	14,437	2,035	3,314	658	20,444	2,783	5,700	28,927
Interacct (payable)receivabl	(118,816)	0	(118,816)	14,976	(16,389)	120,231	2	(2)	0	0
Total receivables	51,863	7,577	59,440	29,038	1,378	121,053	210,908	2,781	5,703	219,392
Inventories	1,622	0	1,622	25	1,452	0	3,099	0	213	3,312
TOTAL CURRENT ASSETS	574,107	96,652	670,759	108,283	120,300	126,484	1,025,825	108,716	8,111	1,142,653
CAPITAL ASSETS:										
Depreciable assets - net	392,603	7,478	400,081	29,323	23,499	5,469	458,372	98	494	458,963
TOTAL ASSETS	966,710	104,130	1,070,839	137,606	143,799	131,953	1,484,197	108,814	8,605	1,601,616

Cook County Health Facilities
Combining Balance Sheet of General Funds (Unaudited)
(In Thousands)
February 28, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
LIABILITIES & NET ASSETS										
CURRENT LIABILITIES:										
Due to Cook County Treasurer	0	201,933	201,933			493,680	695,613		0	695,613
Accounts payable	17,546	451	17,997	1,484	3,104	13,931	36,516	991	352	37,860
Accrued salaries, wages, & other liabilities	12,921	1,586	14,507	266	255	1,713	16,741	0	1,232	17,974
Compensated absences	24,773	2,942	27,714	3,845	4,133	3,061	38,753	1,094	2,159	42,006
Deferred revenues	30,736	0	30,736	12,087	10,071	0	52,893	0	0	52,893
Due to others	0		0	11	6	0	18	0	0	18
TOTAL CURRENT LIABILITIES	85,975	206,912	292,887	17,693	17,569	512,386	840,535	2,085	3,743	846,363
LONG-TERM LIABILITIES:										
Reserve-tax objection suits	3,378	1,750	5,129	700	900	170	6,899	744	0	7,643
TOTAL LIABILITIES	89,354	208,662	298,016	18,393	18,470	512,555	847,434	2,830	3,743	854,007
OPERATING NET ASSETS:										
Invested in capital assets, net of related debt	392,603	7,478	400,081	29,323	23,499	5,469	458,372	98	494	458,963
Beginning balance	396,016	(129,515)	266,502	91,569	98,890	(345,522)	111,438	104,268	7,768	223,475
Bond depreciation	6,888	235	7,123	761	625	532	9,042	0	59	9,101
Excess revenue (expenses)	81,849	17,269	99,118	(2,440)	2,315	(41,082)	57,911	1,618	(3,459)	56,070
Ending balance	877,356	(104,533)	772,823	119,213	125,329	(380,602)	636,763	105,984	4,862	747,609
TOTAL LIABILITIES & OPERATING NET ASSETS	966,710	104,130	1,070,839	137,606	143,799	131,953	1,484,197	108,814	8,605	1,601,616

Cook County Health Facilities
Combining Income Statement of General Funds (Unaudited)
(In Thousands)
February 28, 2011

	Stroger Hospital	ACHN (Clinics)	Total Stroger & ACHN	Oak Forest Hospital	Provident Hospital	Bureau of Health	Hospitals Total	Dept of Public Health	Cermak	Grand Total
REVENUE:										
Net patient service revenue	188,870	24,969	213,839	12,476	12,901	0	239,216	0	0	239,216
Other revenue	541	72	613	28	21	0	661	56	92	809
Total Revenue:	189,410	25,042	214,452	12,504	12,922	0	239,877	56	92	240,026
OPERATING EXPENSES:										
Salaries and wages	86,186	10,652	96,838	12,511	11,519	10,965	131,833	3,002	9,395	144,230
Employee benefits	19,679	2,720	22,399	2,233	2,869	3,318	30,819	841	2,562	34,222
Supplies	2,817	10,729	13,546	1,014	151	14,387	29,098	7	100	29,206
Purchased svs, rental & other	7,944	703	8,647	1,525	1,617	13,967	25,757	269	360	26,386
Depreciation	6,888	235	7,123	761	625	532	9,042	0	59	9,101
Utilities	1,049	32	1,081	262	74	0	1,417	11	0	1,428
Insurance expense	7,347	1,195	8,541	1,720	1,112	878	12,251	371	759	13,381
TOTAL OPERATING EXPENSES	131,910	26,266	158,176	20,026	17,967	44,048	240,216	4,502	13,235	257,953
GAIN (LOSS) FROM OPERATIONS	57,500	(1,224)	56,276	(7,522)	(5,045)	(44,048)	(339)	(4,445)	(13,143)	(17,928)
NONOPERATING REVENUE:										
Property taxes	4,637	5,510	10,147	871	834	472	12,323	1,335	0	13,658
Cigarette taxes	717	428	1,145	171	220	42	1,578	182	0	1,760
Sales taxes	10,307	11,354	21,661	3,054	4,973	987	30,674	4,176	8,552	43,402
Interest income	0	0	0	0	0	0	0	0	0	0
Retirement plan contribution	8,689	1,201	9,890	986	1,333	1,465	13,674	371	1,132	15,178
TOTAL NONOPERATING REVENUE	24,349	18,493	42,842	5,082	7,360	2,966	58,250	6,064	9,684	73,998
NET INCOME (LOSS)	81,849	17,269	99,118	(2,440)	2,315	(41,082)	57,911	1,618	(3,459)	56,070

Cook County Health Facilities
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	170,688	68,528	239,216
Other revenue	585	224	809
Total Revenue	<u>171,273</u>	<u>68,753</u>	<u>240,026</u>
OPERATING EXPENSES:			
Salaries and wages	104,895	39,335	144,230
Employee benefits	23,862	10,360	34,222
Supplies	20,043	9,162	29,206
Purchased svcs, rental & other	16,523	9,863	26,386
Depreciation	6,048	3,053	9,101
Utilities	699	729	1,428
Insurance expense	8,921	4,460	13,381
TOTAL OPERATING EXPENSES	<u>180,991</u>	<u>76,963</u>	<u>257,953</u>
GAIN (LOSS) FROM OPERATIONS	<u>(9,717)</u>	<u>(8,210)</u>	<u>(17,928)</u>
NONOPERATING REVENUE:			
Property taxes	13,658		13,658
Cigarette taxes	1,760		1,760
Sales taxes	28,927	14,475	43,402
Interest income	0	0	0
Retirement plan contribution	9,617	5,560	15,178
TOTAL NONOPERATING REVENUE	<u>53,962</u>	<u>20,035</u>	<u>73,998</u>
NET INCOME (LOSS)	<u>44,245</u>	<u>11,825</u>	<u>56,070</u>

Stroger Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	134,616	54,254	188,870
Other revenue	378	163	541
Total Revenue	<u>134,994</u>	<u>54,416</u>	<u>189,410</u>
OPERATING EXPENSES:			
Salaries and wages	61,823	24,363	86,186
Employee benefits	13,821	5,858	19,679
Supplies	1,029	1,788	2,817
Purchased svcs, rental & other	4,119	3,824	7,944
Depreciation	4,592	2,296	6,888
Utilities	530	520	1,049
Insurance expense	4,898	2,449	7,347
TOTAL OPERATING EXPENSES	<u>90,812</u>	<u>41,098</u>	<u>131,910</u>
GAIN (LOSS) FROM OPERATIONS	<u>44,182</u>	<u>13,318</u>	<u>57,500</u>
NONOPERATING REVENUE:			
Property taxes	4,637		4,637
Cigarette taxes	717		717
Sales taxes	6,869	3,437	10,307
Interest income			
Retirement plan contribution	5,793	2,896	8,689
TOTAL NONOPERATING REVENUE	<u>18,016</u>	<u>6,334</u>	<u>24,349</u>
NET INCOME (LOSS)	<u>62,198</u>	<u>19,652</u>	<u>81,849</u>

ACHN (Clinics)
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	17,004	7,965	24,969
Other revenue	40	33	72
Total Revenue	<u>17,044</u>	<u>7,998</u>	<u>25,042</u>
OPERATING EXPENSES:			
Salaries and wages	7,723	2,929	10,652
Employee benefits	1,903	817	2,720
Supplies	8,576	2,153	10,729
Purchased svcs, rental & other	469	235	703
Depreciation	157	78	235
Utilities	25	7	32
Insurance expense	796	398	1,195
TOTAL OPERATING EXPENSES	<u>19,649</u>	<u>6,617</u>	<u>26,266</u>
GAIN (LOSS) FROM OPERATIONS	<u>(2,606)</u>	<u>1,381</u>	<u>(1,224)</u>
NONOPERATING REVENUE:			
Property taxes	5,510		5,510
Cigarette taxes	428		428
Sales taxes	7,567	3,787	11,354
Interest income			
Retirement plan contribution	801	400	1,201
TOTAL NONOPERATING REVENUE	<u>14,306</u>	<u>4,187</u>	<u>18,493</u>
NET INCOME (LOSS)	<u>11,700</u>	<u>5,568</u>	<u>17,269</u>

Oak Forest Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	9,756	2,720	12,476
Other revenue	30	(2)	28
Total Revenue	<u>9,786</u>	<u>2,718</u>	<u>12,504</u>
OPERATING EXPENSES:			
Salaries and wages	10,632	1,879	12,511
Employee benefits	2,543	(310)	2,233
Supplies	636	378	1,014
Purchased svcs, rental & other	1,117	408	1,525
Depreciation	508	254	761
Utilities	135	127	262
Insurance expense	1,146	573	1,720
TOTAL OPERATING EXPENSES	<u>16,718</u>	<u>3,308</u>	<u>20,026</u>
GAIN (LOSS) FROM OPERATIONS	<u>(6,933)</u>	<u>(590)</u>	<u>(7,522)</u>
NONOPERATING REVENUE:			
Property taxes	871		871
Cigarette taxes	171		171
Sales taxes	2,035	1,018	3,054
Interest income	0	0	0
Retirement plan contribution	658	329	986
TOTAL NONOPERATING REVENUE	<u>3,735</u>	<u>1,347</u>	<u>5,082</u>
NET INCOME (LOSS)	<u>(3,198)</u>	<u>758</u>	<u>(2,440)</u>

Provident Hospital
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	9,312	3,589	12,901
Other revenue	16	5	21
Total Revenue	<u>9,328</u>	<u>3,594</u>	<u>12,922</u>
OPERATING EXPENSES:			
Salaries and wages	7,997	3,521	11,519
Employee benefits	2,040	829	2,869
Supplies	112	39	151
Purchased svcs, rental & other	844	773	1,617
Depreciation	417	208	625
Utilities	2	71	74
Insurance expense	741	371	1,112
TOTAL OPERATING EXPENSES	<u>12,154</u>	<u>5,812</u>	<u>17,967</u>
GAIN (LOSS) FROM OPERATIONS	<u>(2,827)</u>	<u>(2,218)</u>	<u>(5,045)</u>
NONOPERATING REVENUE:			
Property taxes	834		834
Cigarette taxes	220		220
Sales taxes	3,314	1,658	4,973
Interest income			
Retirement plan contribution	889	444	1,333
TOTAL NONOPERATING REVENUE	<u>5,257</u>	<u>2,103</u>	<u>7,360</u>
NET INCOME (LOSS)	<u>2,430</u>	<u>(116)</u>	<u>2,315</u>

Bureau of Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue			
Other revenue			
Total Revenue			
OPERATING EXPENSES:			
Salaries and wages	7,916	3,049	10,965
Employee benefits	2,302	1,016	3,318
Supplies	9,618	4,769	14,387
Purchased svcs, rental & other	9,512	4,455	13,967
Depreciation	355	177	532
Insurance expense	585	293	878
TOTAL OPERATING EXPENSES	30,289	13,759	44,048
GAIN (LOSS) FROM OPERATIONS	(30,289)	(13,759)	(44,048)
NONOPERATING REVENUE:			
Property taxes	472		472
Cigarette taxes	42		42
Sales taxes	658	329	987
Interest income			
Retirement plan contribution	977	488	1,465
TOTAL NONOPERATING REVENUE	2,148	818	2,966
NET INCOME (LOSS)	(28,140)	(12,941)	(41,082)

Dept of Public Health
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue	0	0	0
Other revenue	30	26	56
Total Revenue	<u>30</u>	<u>26</u>	<u>56</u>
OPERATING EXPENSES:			
Salaries and wages	2,041	961	3,002
Employee benefits	312	529	841
Supplies	3	5	7
Purchased svs, rental & other	182	87	269
Utilities	7	4	11
Insurance expense	247	124	371
TOTAL OPERATING EXPENSES	<u>2,792</u>	<u>1,710</u>	<u>4,502</u>
GAIN (LOSS) FROM OPERATIONS	<u>(2,761)</u>	<u>(1,684)</u>	<u>(4,445)</u>
NONOPERATING REVENUE:			
Property taxes	1,335		1,335
Cigarette taxes	182		182
Sales taxes	2,783	1,393	4,176
Interest income			
Retirement plan contribution	124	248	371
TOTAL NONOPERATING REVENUE	<u>4,424</u>	<u>1,640</u>	<u>6,064</u>
NET INCOME (LOSS)	<u>1,662</u>	<u>(44)</u>	<u>1,618</u>

Cermak
Comparative Income Statement of General Funds (Unaudited)
(In Thousands)
For the Month Ending February 28, 2011

	<u>January 31, 2011</u>	<u>Inc (Dec)</u>	<u>February 28, 2011</u>
REVENUE:			
Net patient service revenue			
Other revenue	92		92
Total Revenue	<u>92</u>		<u>92</u>
OPERATING EXPENSES:			
Salaries and wages	6,762	2,633	9,395
Employee benefits	941	1,621	2,562
Supplies	69	31	100
Purchased svs, rental & other	279	81	360
Depreciation	20	39	59
Insurance expense	506	253	759
TOTAL OPERATING EXPENSES	<u>8,577</u>	<u>4,658</u>	<u>13,235</u>
GAIN (LOSS) FROM OPERATIONS	<u>(8,485)</u>	<u>(4,658)</u>	<u>(13,143)</u>
NONOPERATING REVENUE:			
Sales taxes	5,700	2,852	8,552
Interest income			
Retirement plan contribution	377	754	1,132
TOTAL NONOPERATING REVENUE	<u>6,077</u>	<u>3,607</u>	<u>9,684</u>
NET INCOME (LOSS)	<u>(2,407)</u>	<u>(1,052)</u>	<u>(3,459)</u>

COOK COUNTY HEALTH AND HOSPITALS SYSTEM
FINANCIAL STATEMENT DISCLOSURE CHECKLIST

Fiscal Year 2011

OBJECTIVE:

The object of this checklist is to help determine if the form and contents of the financial statements are in conformity with the accounting standards applicable to financial statement basis of accounting.

DISCLOSURE PRINCIPLES:

Note: Management can comply with a disclosure principle by making disclosure in body of financial statements or in the notes accompanying the financial statements. In a compilation engagement, management's election to omit substantially all disclosures applies to all disclosure principles in GAAP financial statements.

	Yes, N/A, No?	If no, state reason (immaterial, estimated, etc.)
FINANCIAL STATEMENT REFERENCES:		
1. Do the financial statements reference footnotes (MD&A) or selected information?	Yes	
GENERAL DISCLOSURES:		
<u>A. Estimates:</u>		
1. General disclosure about use of estimates (MD&A)?	Yes	
2. Disclosure of possible changes in estimates?	Yes	
<u>B. Vulnerabilities do to concentrations in following areas disclosed?:</u>		
1. Customers?	Yes	
2. Suppliers?	Yes	
3. Lenders?	Yes	
4. Products?	Yes	
5. Supply of materials, labor or supplies?	Yes	
6. Location of assets in geographic area?	Yes	
<u>C. Related parties (FASB 57):</u>		
1. Known common control and economic dependency disclosure?	Yes	
2. Known transactions with related parties disclosed?	Yes	
<u>OTHER DISCLOSURE AREAS TO BE CONSIDERED:</u>		
1. Method of consolidations?	Yes	
2. Accounting changes including changes in GAAP and in estimates?	Yes	
3. Business combinations?	Yes	
4. Discontinues operations?	Yes	
5. Going concern?	Yes	

COMMENTS:

Completed by _____

Date _____

Reviewed by _____

Date _____

Cook County Health and Hospitals System

Financial Operations and Statistical Reports
(Non GAAP)

For the Month Ended February 28, 2011

Index

1. Actual vs. Budget – Cash Receipts
2. Actual vs. Budget – Expenditures
3. Actual vs. Budget – Expenses per Adjusted Patient Days
4. Payer Mix
5. Utilization Factors

Year-To-Date Cash Receipts
Actual to Budget Comparison by Payer Type

John H. Stroger, Jr., Hospital of Cook County
Through February-2011

	Actual	Budget	Variance
Medicaid	\$ 25,649,124	\$ 35,846,105	\$ (10,196,981)
Medicare	12,493,875	10,505,989	1,987,886
Other	2,937,232	5,089,307	(2,152,075)
Totals	<u>\$ 41,080,231</u>	<u>\$ 51,441,401</u>	<u>\$ (10,361,170)</u>

Provident Hospital of Cook County
Through February-2011

Payer Type	Actual	Budget	Variance
Medicaid	\$ 2,032,603	\$ 3,804,342	\$ (1,771,739)
Medicare	1,658,341	1,952,522	(294,181)
Other	507,573	835,202	(327,629)
Totals	<u>\$ 4,198,517</u>	<u>\$ 6,592,066</u>	<u>\$ (2,393,549)</u>

Oak Forest Hospital of Cook County
Through February-2011

Payer Type	Actual	Budget	Variance
Medicaid	\$ 3,073,977	\$ 4,097,725	\$ (1,023,748)
Medicare	493,213	1,425,822	(932,609)
Other	184,483	224,383	(39,900)
Totals	<u>\$ 3,751,673</u>	<u>\$ 5,747,930</u>	<u>\$ (1,996,257)</u>

CCHHS Totals

Through February-2011

Payer Type	Actual	Budget	Difference
Medicaid	\$ 30,755,704	\$ 43,748,172	\$ (12,992,468)
Medicare	14,645,429	13,884,333	761,096
Other	3,629,288	6,148,892	(2,519,604)
Totals	<u>\$ 49,030,421</u>	<u>\$ 63,781,397</u>	<u>\$ (14,750,976)</u>

The Comptroller's Revenue Report was not
available at the time this report was created.

Cook County Health Facilities
Appropriated Expenditures
Budget and Actual (Non-GAAP Budget Basis) [with TEMPORARY BUDGET #'S]
February 28, 2011

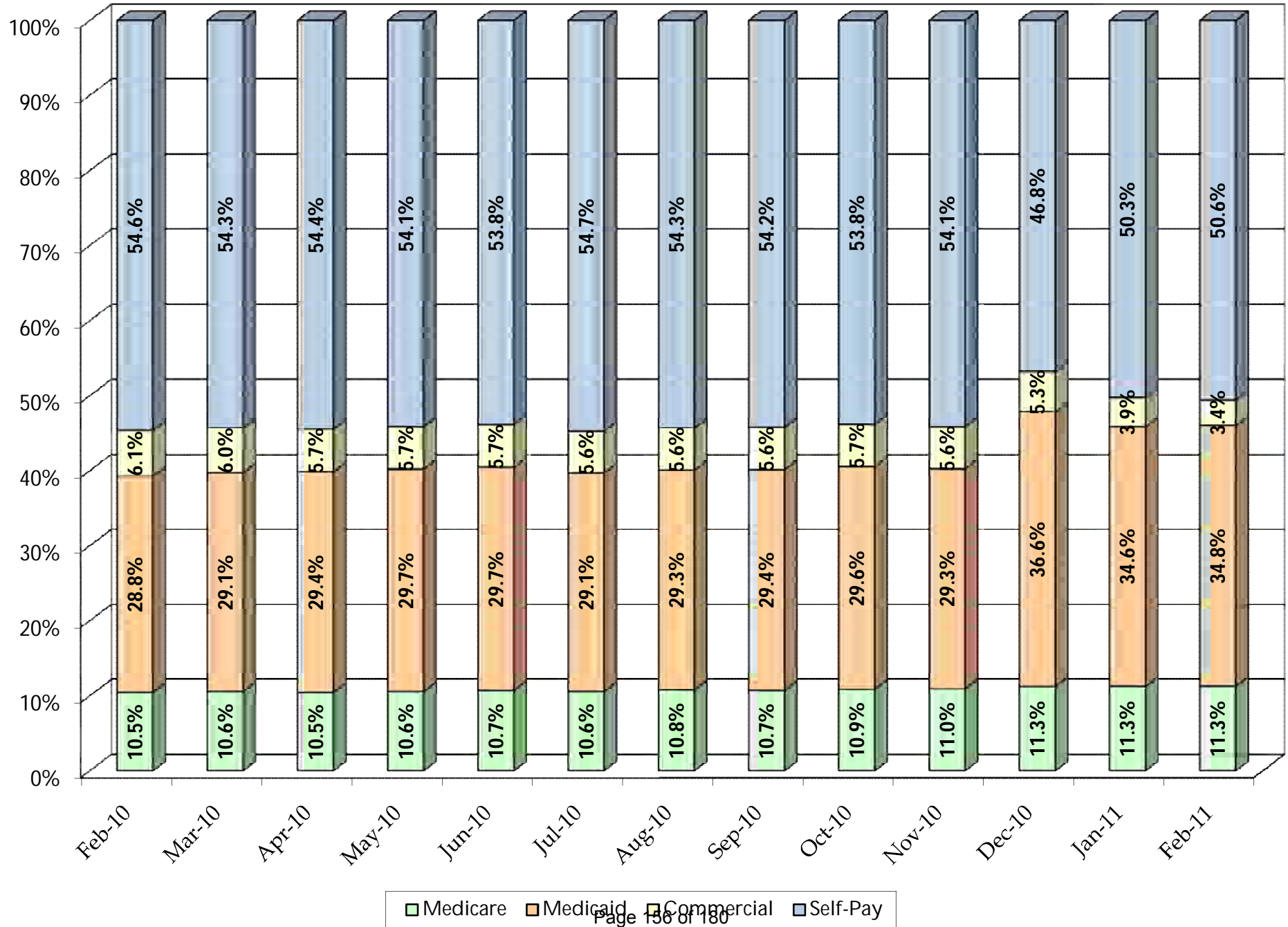
	Year to Date		
	Actual	Budget	Variance
STROGER HOSPITAL			
Salaries and wages	96,837,916	79,190,275	(17,647,641)
Supplies	13,546,328	16,514,583	2,968,255
Purchased svcs, rental & other	8,647,274	14,962,675	6,315,401
Utilities	1,080,892	3,370,386	2,289,494
Total	120,112,410	114,037,919	(6,074,491)
OAK FOREST HOSPITAL			
Salaries and wages	12,510,935	13,470,084	959,149
Supplies	1,013,847	1,572,737	558,890
Purchased svcs, rental & other	1,525,001	2,916,710	1,391,709
Utilities	262,158	833,514	571,356
Total	15,311,941	18,793,044	3,481,103
PROVIDENT HOSPITAL			
Salaries and wages	11,518,691	13,288,253	1,769,562
Supplies	151,082	1,895,186	1,744,104
Purchased svcs, rental & other	1,617,105	5,898,697	4,281,592
Utilities	73,563	572,597	499,034
Total	13,360,441	21,654,734	8,294,293
BUERAU OF HEALTH			
Salaries and wages	10,965,401	9,959,547	(1,005,854)
Supplies	14,386,834	14,971,414	584,580
Purchased svcs, rental & other	13,967,300	20,456,289	6,488,989
Total	39,319,535	45,387,250	6,067,715
DEPT OF PUBLIC HEALTH			
Salaries and wages	3,002,240	3,079,051	76,811
Supplies	7,380	68,959	61,579
Purchased svcs, rental & other	269,071	956,082	687,011
Utilities	10,970	25,962	14,992
Total	3,289,661	4,130,053	840,392
CERMAK			
Salaries and wages	9,395,087	8,544,941	(850,146)
Supplies	100,157	291,659	191,502
Purchased svcs, rental & other	359,768	1,206,692	846,924
Total	9,855,012	10,043,292	188,280
GRAND TOTAL			
Salaries and wages	144,230,270	127,532,150	(16,698,120)
Supplies	29,205,628	35,314,539	6,108,911
Purchased svcs, rental & other	26,385,519	46,397,145	20,011,626
Utilities	1,427,583	4,802,458	3,374,875
Total	201,249,000	214,046,292	12,797,292

**Cook County Health Facilities
System Expenses per Adjusted Patient Days
Budget and Actual (Non-GAAP Budget Basis)
As of February 28, 2011**

<u>Institution</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Stroger	\$ 4,237	\$ 4,121	-2.82%
Oak Forest	\$ 2,932	\$ 3,747	21.76%
Provident	\$ 3,507	\$ 5,746	38.97%

Note: Budget is based on temporary numbers.

**IP And OP Cumulative Combined Payer Mix Comparison
Cook County Health And Hospitals System
Prior 13 Months Ending February-2011**



CCHHS Utilization Factors

February-2011

Admissions

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	203	193	10	54	32	22	15	43	(28)	272	268	4
Medicaid	301	765	(464)	30	46	(16)	11	96	(85)	342	907	(565)
Medicaid-Pending	357	-	357	35	-	35	37	-	37	429	-	429
Adjusted Medicaid	658	765	(107)	65	46	19	48	96	(48)	771	907	(136)
Commercial	53	118	(65)	4	8	(4)	2	3	(1)	59	129	(70)
Self-Pay	833	745	88	83	40	43	86	157	(71)	1,002	942	60
Charity	7	-	7	9	-	9	16	-	16	32	-	32
Cermak	32	-	32	-	-	-	2	-	2	34	-	34
Workmens' Compensation	1	-	1	-	-	-	-	-	-	1	-	1
Total Admissions	1,787	1,821	(34)	215	126	89	169	299	(130)	2,171	2,246	(75)

Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	1,062	949	113	189	159	30	224	245	(21)	1,475	1,353	122
Medicaid	1,934	3,760	(1,826)	91	235	(144)	243	554	(311)	2,268	4,549	(2,281)
Medicaid-Pending	1,666	-	1,666	116	-	116	206	-	206	1,988	-	1,988
Adjusted Medicaid	3,600	3,760	(160)	207	235	(28)	449	554	(105)	4,256	4,549	(293)
Commercial	282	582	(300)	18	38	(20)	7	15	(8)	307	635	(328)
Self-Pay	3,888	3,662	226	269	198	71	480	897	(417)	4,637	4,757	(120)
Charity	27	-	27	11	-	11	69	-	69	107	-	107
Cermak	159	-	159	-	-	-	27	-	27	186	-	186
Workmens' Compensation	3	-	3	-	-	-	-	-	-	3	-	3
Total Patient Days	9,021	8,953	68	694	630	64	1,256	1,711	(455)	10,971	11,294	(323)

Adjusted Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	1,913	1,625	288	605	284	321	572	450	122	3,090	2,359	731
Medicaid	3,483	6,438	(2,955)	291	419	(128)	621	1,019	(398)	4,395	7,876	(3,481)
Medicaid-Pending	3,001	-	3,001	372	-	372	526	-	526	3,899	-	3,899
Adjusted Medicaid	6,484	6,438	46	663	419	244	1,147	1,019	128	8,294	7,876	418
Commercial	508	996	(488)	58	68	(10)	18	28	(10)	584	1,092	(508)
Self-Pay	7,003	6,269	734	862	353	509	1,226	1,649	(423)	9,091	8,271	820
Charity	49	-	49	35	-	35	176	-	176	260	-	260
Cermak	286	-	286	-	-	-	69	-	69	355	-	355
Workmens' Compensation	5	-	5	-	-	-	-	-	-	5	-	5
Total Adjusted Patient Days	16,248	15,328	920	2,223	1,124	1,099	3,208	3,146	62	21,679	19,598	2,081

Average Length of Stay (1), (2)

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital - Acute			Oak Forest Hospital - Rehabilitation		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	5.2	5.0	0.2	4.0	4.0	(0.0)	26.9	6.9	20.0	15.0	15.2	(0.2)
Medicaid	6.6	5.0	1.6	4.0	4.0	-	5.7	6.9	(1.2)	-	-	-
Medicaid-Pending	5.6	5.0	0.6	3.3	4.0	(0.7)	3.2	6.9	(3.7)	17.9	15.2	2.7
Commercial	15.8	5.0	10.8	3.4	4.0	(0.6)	6.0	6.9	(0.9)	-	-	-
Self-Pay	5.6	5.0	0.6	3.3	4.0	(0.7)	3.2	6.9	(3.7)	17.9	15.2	2.7
Charity	5.0	5.0	0.0	1.0	4.0	(3.0)	3.7	6.9	(3.2)	-	-	-
Cermak	6.7	5.0	1.7	-	-	-	-	-	-	12.0	15.2	(3.2)
Workmens' Compensation	3.0	5.0	(2.0)	-	-	-	-	-	-	-	-	-
Overall Average LOS	5.7	5.0	0.7	3.5	4.0	(0.5)	6.1	6.9	(0.8)	17.1	15.2	1.9

-The primary insurance plan has been used to determine "Payer Type".

-"Medicaid-Pending" assumes a 30% conversion rate of Self-Pay visits to Medicaid visits.

CCHHS Utilization Factors
Cumulative For Fiscal Year 2011 Through February-2011

Admissions

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	695	621	74	191	192	(1)	65	116	(51)	951	929	22
Medicaid	1,051	2,457	(1,406)	116	283	(167)	52	262	(210)	1,219	3,002	(1,783)
Medicaid-Pending	1,087	-	1,087	135	-	135	128	-	128	1,350	-	1,350
Adjusted Medicaid	2,138	2,457	(319)	251	283	(32)	180	262	(82)	2,569	3,002	(433)
Commercial	148	380	(232)	24	46	(22)	9	8	1	181	434	(253)
Self-Pay	2,535	2,395	140	317	240	77	298	425	(127)	3,150	3,060	90
Charity	168	-	168	20	-	20	79	-	79	267	-	267
Cermak	113	-	113	-	-	-	3	-	3	116	-	116
Workmens' Compensation	6	-	6	-	-	-	-	-	-	6	-	6
Total Admissions	5,803	5,853	(50)	803	761	42	634	811	(177)	7,240	7,425	(185)

Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	3,339	3,089	250	757	793	(36)	807	684	123	4,903	4,566	337
Medicaid	5,920	12,235	(6,315)	390	1,175	(785)	876	1,547	(671)	7,186	14,957	(7,771)
Medicaid-Pending	5,126	-	5,126	439	-	439	793	-	793	6,358	-	6,358
Adjusted Medicaid	11,046	12,235	(1,189)	829	1,175	(346)	1,669	1,547	122	13,544	14,957	(1,413)
Commercial	1,007	1,894	(887)	86	189	(103)	27	43	(16)	1,120	2,126	(1,006)
Self-Pay	11,963	11,916	47	1,022	991	31	1,852	2,504	(652)	14,837	15,411	(574)
Charity	612	-	612	32	-	32	265	-	265	909	-	909
Cermak	521	-	521	-	-	-	41	-	41	562	-	562
Workmens' Compensation	28	-	28	-	-	-	-	-	-	28	-	28
Total Patient Days	28,516	29,134	(618)	2,726	3,148	(422)	4,661	4,778	(117)	35,903	37,060	(1,157)

Adjusted Patient Days

Payer Type	Stroger Hospital			Provident Hospital			Oak Forest Hospital			System Total		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Medicare	5,638	5,288	350	1,925	1,415	510	1,810	1,258	552	9,373	7,961	1,412
Medicaid	9,953	20,949	(10,996)	1,104	2,098	(994)	1,872	2,843	(971)	12,929	25,890	(12,961)
Medicaid-Pending	8,659	-	8,659	1,060	-	1,060	1,704	-	1,704	11,423	-	11,423
Adjusted Medicaid	18,612	20,949	(2,337)	2,164	2,098	66	3,576	2,843	733	24,352	25,890	(1,538)
Commercial	1,657	3,242	(1,585)	206	337	(131)	56	80	(24)	1,919	3,659	(1,740)
Self-Pay	20,208	20,400	(192)	2,636	1,768	868	3,995	4,604	(609)	26,839	26,772	67
Charity	1,028	-	1,028	89	-	89	560	-	560	1,677	-	1,677
Cermak	898	-	898	-	-	-	96	-	96	994	-	994
Workmens' Compensation	46	-	46	-	-	-	-	-	-	46	-	46
Total Adjusted Patient Days	48,087	49,879	(1,792)	7,020	5,618	1,402	10,093	8,785	1,308	65,200	64,282	918

Notes:

1. There was 1 Oak Forest Hospital Medicare patient whose length of stay was 231 days. Without this patient, Oak Forest Hospital's Acute Average Length of Stay would have been 6.5 days.
2. There was 1 Stroger Hospital Commercial patient whose length of stay was 93 days. Without this patient, Stroger Hospital's Average Length of Stay would have been 5.4 days.

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #8

**CCHHS OMP REPORT
EXECUTED OMP CONTRACTS
11/1/2010 - 03/31/2011**

PO #	Vendor	Contract	Supplies/Service	Purpose	Value	Date Rec'd	Site Code
175085-000	Patten Power Systems	H10-25-0014	Services, emergency generator	Encumbrance	\$ 12,475.00	1/13/2011	JSH
174555-000	GE Healthcare Technologies	H10-25-0055	Ultrasound, GE digital	Capital PO	\$ 35,940.00	11/29/2010	OFH
174566-000	Chrono-Log Corp	H10-25-0059	Aggregometer, whole blood &	Capital PO	\$ 41,575.00	11/29/2010	JSH
175097-000	Patten Power Systems	H10-25-0072	M&R, materials electrical	Original PO	\$ 90,850.00	1/13/2011	JSH
175100-000	SeraCare Life Sciences Inc	H10-25-0076	Controls, HIV/HVC/bDNA viral	Encumbrance	\$ 8,000.00	2/25/2011	JSH
175104-000	Patten Power Systems	H10-25-0086	M&R, emergency generators	Encumbrance	\$ 15,000.00	2/1/2011	PH
174805-000	Sandhill Scientific	H10-25-0089	Esophageal motility system	Capital PO	\$ 89,835.00	11/23/2010	JSH
175109-000	Eastman Kodak Company	H10-25-0105	Maintenance & Support	Original PO	\$ 41,624.00	12/22/2010	JSH
175110-000	Given Imaging Inc	H10-25-0106	Kits, pillcam endoscopy	Original PO	\$ 34,020.00	3/16/2011	JSH
175744-000	Winston Sequeira	H10-25-0125	Services, clinical physician	Original PO	\$ 44,460.00	1/25/2011	JSH
176039-000	Baylor College of Medicine	H10-25-0138	Tests, genetics	Encumbrance	\$ 5,000.00	2/25/2011	JSH
175646-000	RDR Group Inc	H10-25-0142	Services, patient satisfaction	Encumbrance	\$ 10,000.00	1/14/2011	JSH
175611-000	Julie Rys	H10-25-0145	Services, professional	Encumbrance	\$ 26,880.00	1/13/2011	JSH
175159-000	Parata Systems LLC	H10-25-0154	Locking cells, Parata Max	Original PO	\$ 36,410.00	3/25/2011	JSH
175309-000	Katherine Limparis-Mourikes	H10-25-0158	Services, professional	Encumbrance	\$ 20,000.00	3/29/2011	JSH
175532-000	Clean Air Flow Inc	H10-72-0032	Testing/certification, laminar	Encumbrance	\$ 29,130.00	1/7/2011	JSH
175125-000	Girard Chemical Co.	H10-72-0044RR	Chemicals, water treatment	Encumbrance	\$ 500.00	2/7/2011	OFH
174905-000	Pressure Washing Systems Inc	H10-72-0047R	Services, pressure washing	Encumbrance	\$ 15,000.00	11/23/2010	OFH
175122-000	Advanced Boiler Control Services	H10-72-0053	Upgrade, boiler control	Original PO	\$ 98,000.00	1/24/2011	OFH
174678-000	Anchor Mechanical	H10-72-0066R	Testing, emergency generators	Original PO	\$ 45,000.00	11/3/2010	OFH
175063-000	Cleaning Group Inc	H10-72-0082	Service, odor control	Encumbrance	\$ 21,000.00	11/30/2010	PH
175066-000	Quality & Excellence Pest Control	H10-72-0090	Services, pest control	Encumbrance	\$ 78,000.00	1/7/2011	JSH
175398-000	National Lift Truck Inc	H10-72-0091	Articulating boom	Capital PO	\$ 54,822.00	3/23/2011	OFH
175067-000	Chicago United Industries	H10-72-0100	Supplies, doors wood/steel	Encumbrance	\$ 25,000.00	2/7/2011	PH
175083-000	Sandhill Scientific	H10-72-0102	Fibroscan liver fibrosis	Capital PO	\$ 91,750.00	2/15/2011	JSH
174175-000	Progressive Industries Inc	H10-72-0103	Tissue-tek prisma film cover	Capital PO	\$ 55,511.36	11/15/2010	JSH
175069-000	Anchor Mechanical	H10-72-0108R	Removal & installation	Original PO	\$ 25,112.00	1/19/2011	JSH
175071-000	Anchor Mechanical	H10-72-0109R	Removal & installation	Original PO	\$ 29,700.00	1/19/2011	JSH
175084-000	Stryker Instruments & Endoscopy	H10-72-0112	Neptune 2 Rover Ultra System	Capital PO	\$ 65,000.00	3/22/2011	JSH
175086-000	Steris Corporation	H10-72-0116	Supplies, replacement parts	Original PO	\$ 36,660.95	3/15/2011	JSH
174812-000	Anchor Mechanical	H10-72-0123	Furnish/install, ejector pumps	Original PO	\$ 29,000.00	11/16/2010	OFH
175076-000	D&B Power Associates Inc	H10-72-0128	Replacement, data center UPS	Original PO	\$ 75,650.00	2/25/2011	OFH
175891-000	ERBE USA Inc	H10-72-0132	System, Argon Plasma Coag	Capital PO	\$ 39,929.95	3/22/2011	JSH
175078-000	BEAMS	H10-72-0134	Pump, bell and gossett	Original PO	\$ 35,987.00	1/21/2011	OFH
175103-000	Sterling Services Inc	H10-72-0136	Deluxe saniglaze	Original PO	\$ 42,701.90	12/22/2010	JSH
175123-000	Gabes Installation Service Inc	H10-72-0139	Installation, vinyl flooring, Fantus	Original PO	\$ 68,500.00	2/17/2011	JSH
175080-000	B P C	H10-72-0141	Label IV prescription	Original PO	\$ 36,000.00	2/24/2011	JSH
175892-000	GE Healthcare Technologies	H10-72-0144	Monitors, blood pressure	Capital PO	\$ 68,690.33	3/22/2011	JSH
176091-000	Ace Coffee Bar Inc	H10-72-0147	Sandwiches, pre-made	Encumbrance	\$ 25,000.00	3/7/2011	JSH
175185-000	Mr Mat	H10-72-0150	Services, dust mop & carpet	Encumbrance	\$ 10,000.00	2/17/2011	OFH
175157-000	International Piping Systems Inc	H10-72-0155	Upgrades, HVAC	Original PO	\$ 39,522.00	2/7/2011	JSH
174176-000	Advantage Chevrolet	H10-73-0074R	Vehicle, cargo van	Capital PO	\$ 38,440.25	11/15/2010	JSH
174224-000	BEAMS	H10-73-0084	Monitor, patient vital	Capital PO	\$ 34,566.00	11/15/2010	CER
174177-000	Ekla Corp	H10-73-0085	Carts, medication	Capital PO	\$ 32,450.00	11/15/2010	CER
175926-000	Olympus America Inc	H10-73-0115	Equipment, video bronchoscope	Capital PO	\$ 57,941.64	3/22/2011	JSH
176149-000	Data Pros for Healthcare	H11-25-0001	Services, contract management	Original PO	\$ 96,000.00	3/9/2011	JSH
176202-000	Automotive Tech Center	H11-72-0005	M&R, automotive	Encumbrance	\$ 500.00	3/15/2011	OFH
176211-000	Progressive Industries Inc	H11-72-0007	Supplies, paint & painter	Original PO	\$ 54,640.59	3/17/2011	OFH

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #9

April 2011 Emergency Purchases

Ref	Vendor	Service	Supply/Service	Reason for Selection	Amount
1	GE Healthcare	New equipment, software and upgrades for the Data Management System	Upgrades to the Data Management System, Cardiology Workstations, and Hemodynamic monitoring in the Cardiac Cath Lab	Vendor selected to ensure business continuity and avoid potential data loss	\$627,515.49
2	Quick Leonard Kiefer International	Professional services	Executive search fees for System CEO	Vendor holds contract for executive search for System COO	\$100,000.00
3	Dutch Ophthalmic USA	Ophthalmic solution	Drug added to the hospital formulary	Sole distributor of the only FDA approved solution	\$5,020.00

Cook County Health and Hospitals System
Minutes of the Finance Committee Meeting
April 21, 2011

ATTACHMENT #10



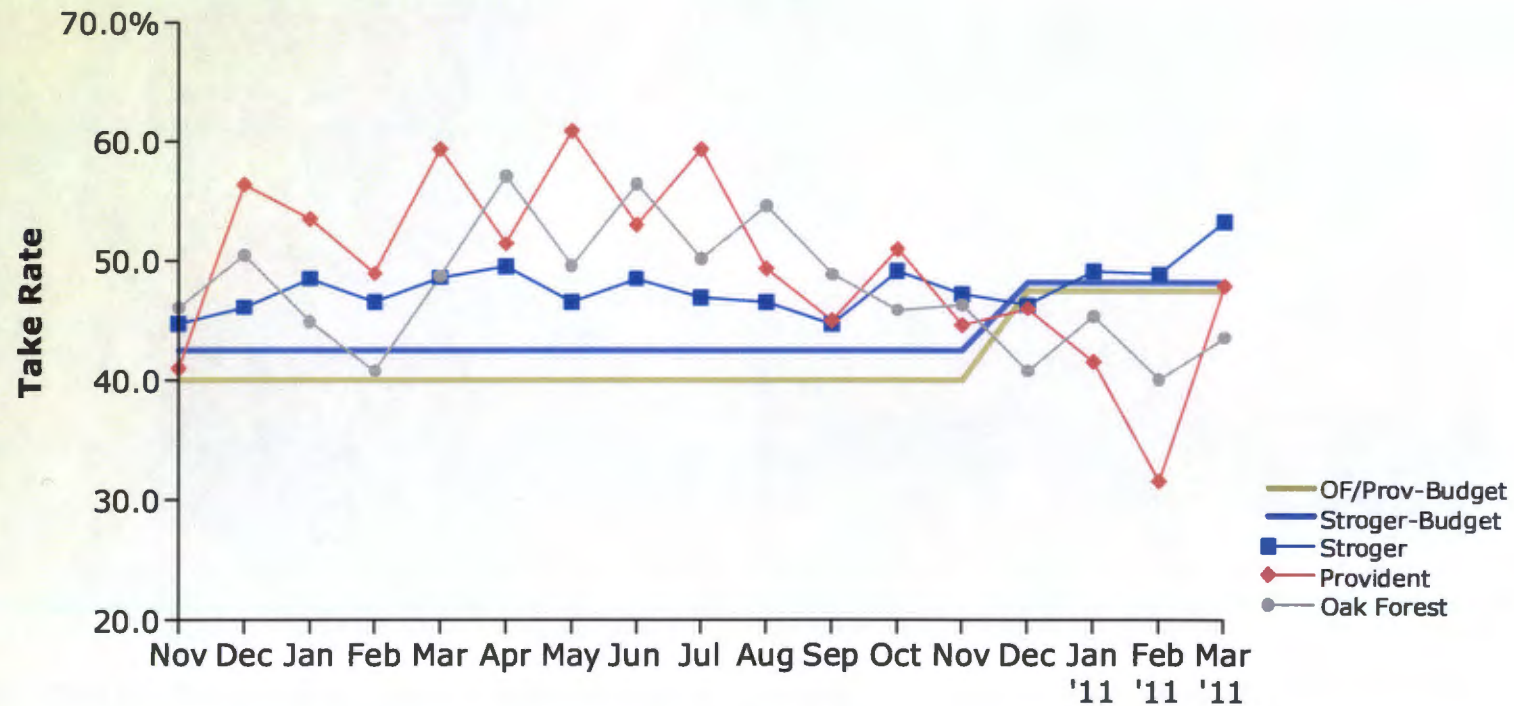
CCHHS – CFO Monthly Report

April 21, 2011



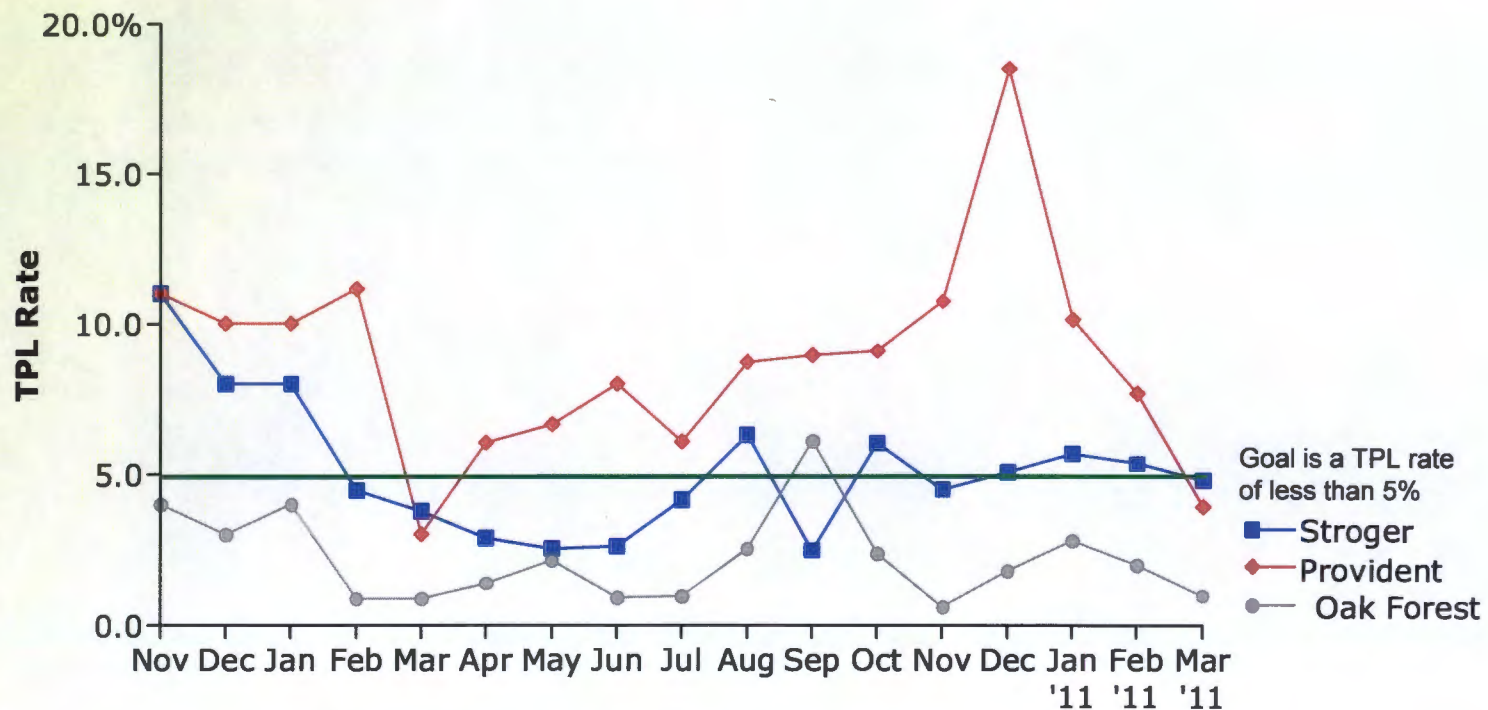
KPI: Inpatient Monthly Take

Take Rates in March increased nicely from prior months. Oak Forest take rate was still below the monthly target but was higher than last years target



KPI: Inpatient Monthly TPL

The TPL Rates system-wide improved dramatically in March from the prior month, with a major drop in the TPL rate at Provident

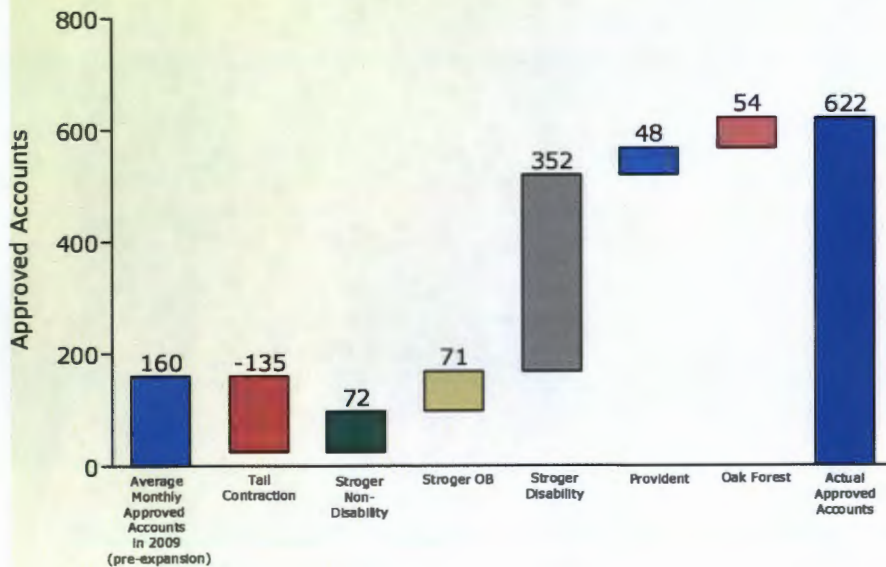


* TPL – Third Party Liability discovered by CEA at patient screening, meaning coverage already exists. Accounts are immediately turned over to CCHHS for billing

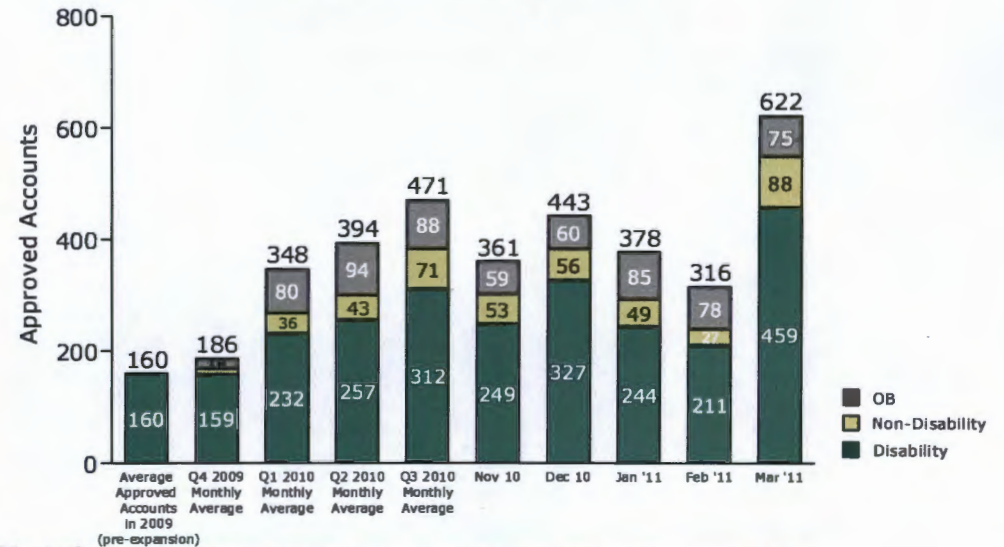
KPI: Approved Accounts

March's 622 approved IP accounts were at the highest level ever, with disability approvals of 459 being the highest level ever as well

Approved Accounts



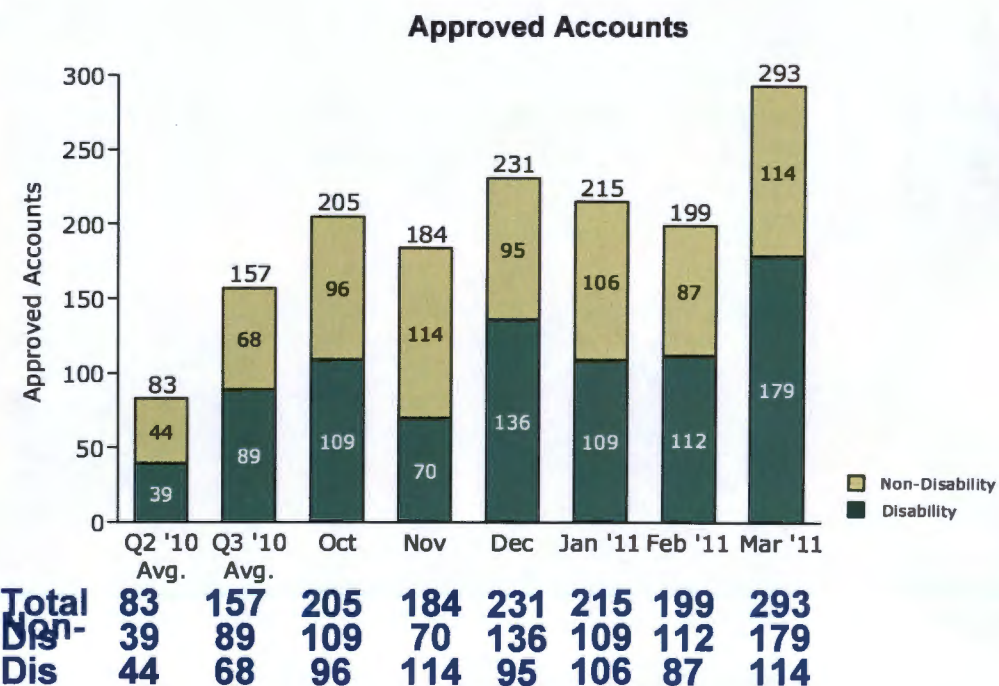
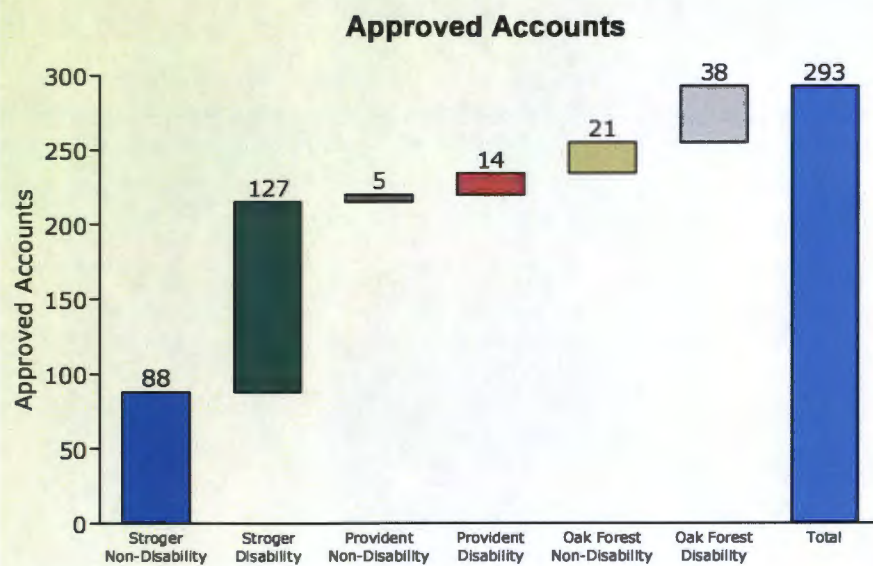
Approved Accounts



Total	160	186	348	394	471	361	443	378	316	622
Non-	160	159	232	257	312	249	327	244	211	459
Dis	0	10	38	43	71	53	56	49	27	88
OB	0	18	80	94	88	59	60	85	78	75

KPI: ED Approved Accounts

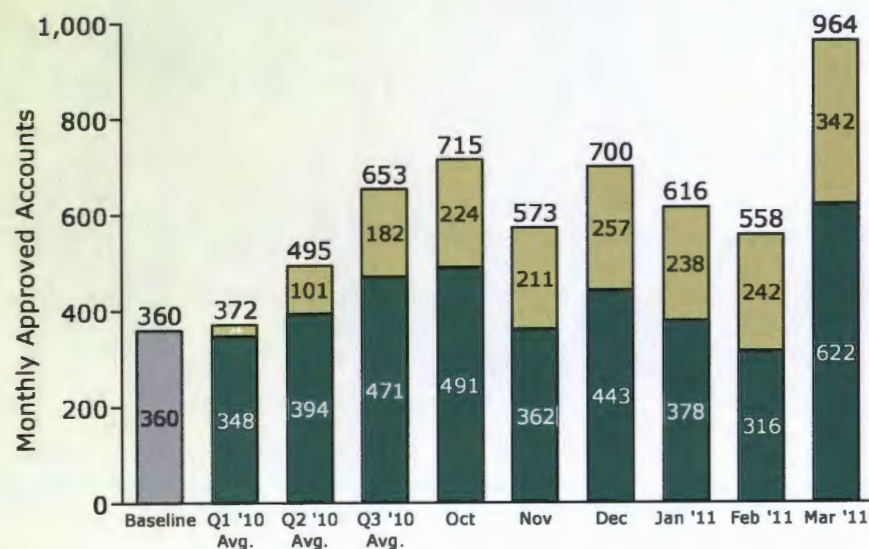
ED Account approvals were the highest ever...



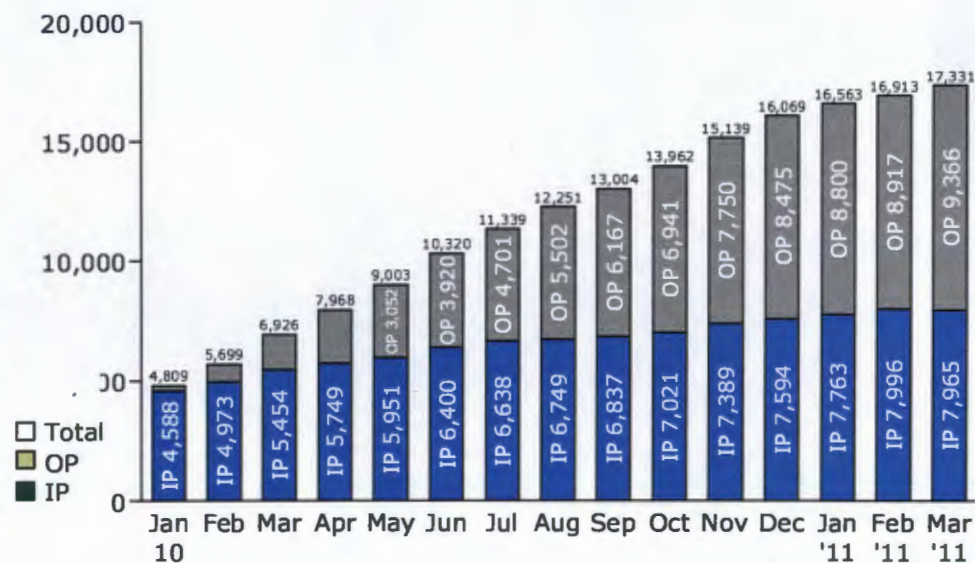
Approved Accounts Pre and Post Expansion

Approved accounts were at an all-time high of 964 in March, ~2.7 times the historic baseline and ~1.7x the baseline for IP accounts. The un-adjudicated inventory continues to increase by 400 accounts over prior month, predominately in the low-dollar outpatient bucket...inpatient un-adjudicated accounts inventory actually decreased slightly

Total CEA Approved Accounts Since Work-scope Expansion



Un-adjudicated Accounts Inventory



Application Throughput and Inventory Analysis

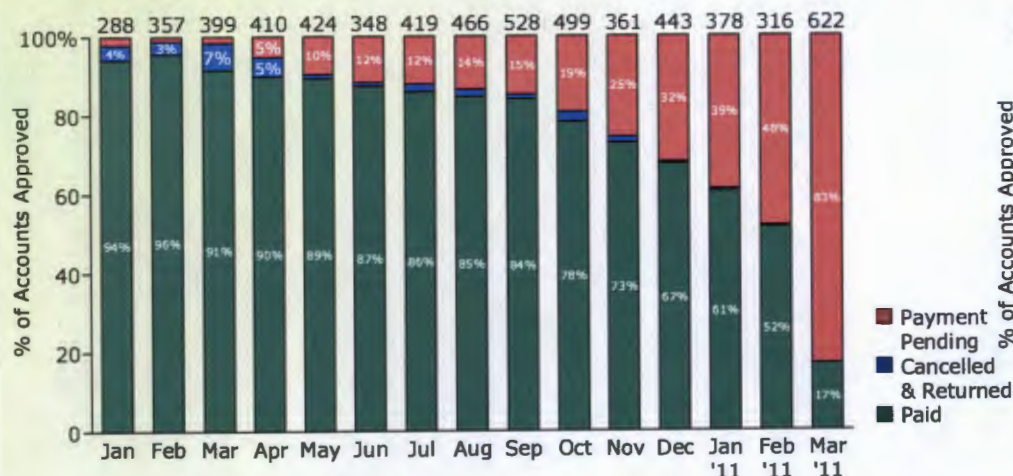
Application inventory increased in March at the second lowest rate ever. Thankfully the growth continues to occur, predominately in the low-dollar OP/ED accounts

<u>SSA</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>January 2011</u>	<u>February 2011</u>	<u>March 2011</u>
Beginning Inventory	3,167	3,214	3,175	3,064	3,079	3,190	3,152	3,196	3,155	3,131
Taken	318	296	293	355	327	245	277	260	265	333
Approvals	47	35	44	32	12	25	144	60	101	114
Closures	224	300	360	308	204	258	89	241	188	248
Ending Inventory	3,214	3,175	3,064	3,079	3,190	3,152	3,196	3,155	3,131	3,102
<u>State</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>January 2011</u>	<u>February 2011</u>	<u>March 2011</u>
Beginning Inventory	6,562	7,357	7,965	8,472	8,862	9,458	10,159	10,676	10,919	11,049
Taken	1,304	1,205	1,236	1,172	1,229	1,164	1,205	1,256	1,049	1,332
Approvals	404	372	460	510	466	386	422	413	361	571
Closures	105	225	269	272	167	77	266	600	558	549
Ending Inventory	7,357	7,965	8,472	8,862	9,458	10,159	10,676	10,919	11,049	11,261
Total Pending Inventory	10,571	11,140	11,536	11,941	12,648	13,311	13,872	14,074	14,180	14,363
<u>Net Change in Inventory</u>										
SSA	+47	-39	-111	+15	+111	-38	+44	-41	-24	-29
State	+795	+608	+507	+390	+596	+701	+517	+243	+130	+212
Total	+842	+569	+396	+405	+707	+663	+561	+202	+106	+183

KPI: Approved Accounts

Conversion to cash rates for inpatients increased slightly in March to 17% compared to 16% in February. Overall cash conversion rates continue to be very strong and as is now regularly hitting the 93-94% range it should be after 12 months

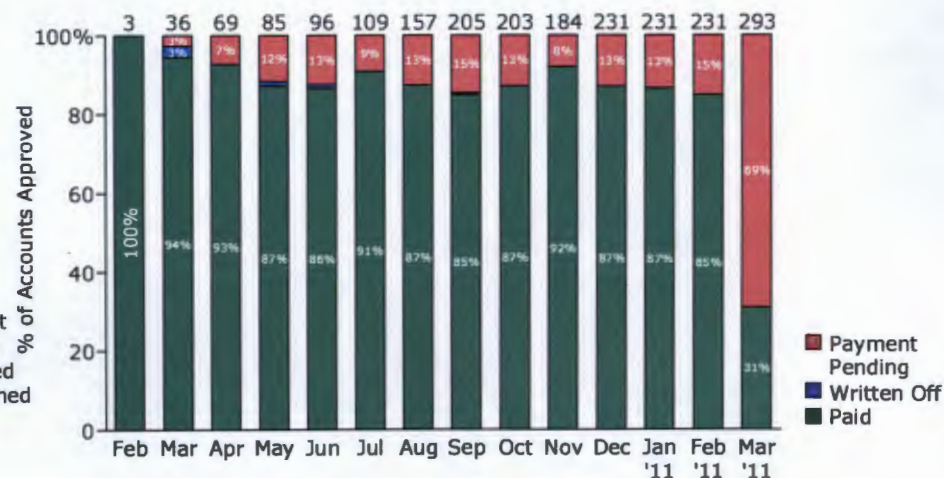
Inpatient Approved Account Aging



Average Remit Per Account Invoiced in Month (,000)

Total	\$20	\$18	\$17	\$24	\$15	\$15	\$22	\$19	\$25	\$20	\$18	\$17	\$21
Dis	\$15	\$18	\$19	\$18	\$19	\$16	\$19	\$19	\$24	\$19	\$20	\$16	\$17
Non-Dis	\$24	\$14	\$14	\$32	\$20	\$12	\$40	\$14	\$32	\$19	\$14	\$10	\$17
OB	\$32	\$29	\$17	\$46	\$7	\$14	\$25	\$31	\$19	\$23	\$14	\$24	\$37

ED Approved Account Aging



Average Remit Per Account Invoiced in Month

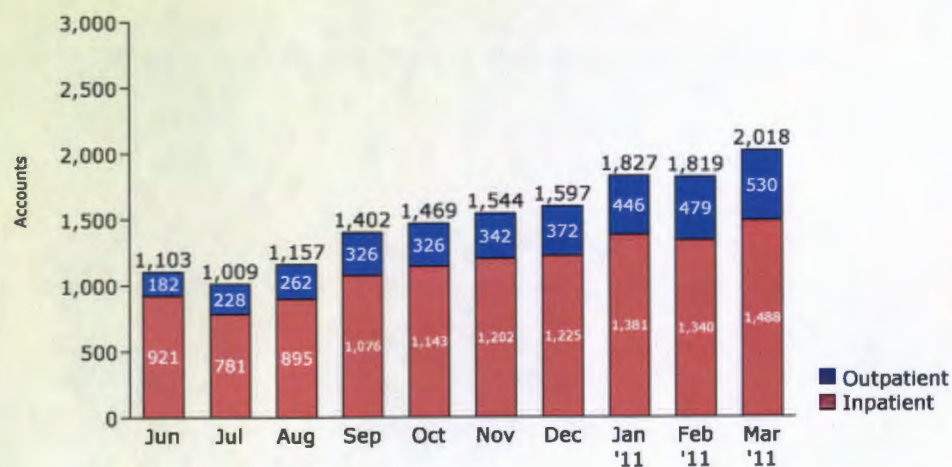
Total	\$1,294	\$1,286	\$1,204	\$756	\$766	\$670	\$761	\$865	\$655	\$760
Dis	\$1,778	\$1,138	\$1,694	\$774	\$911	\$717	\$806	\$1,046	\$740	\$810
Non-Dis	\$993	\$1,444	\$715	\$732	\$586	\$628	\$714	\$637	\$600	\$703

CCHHS

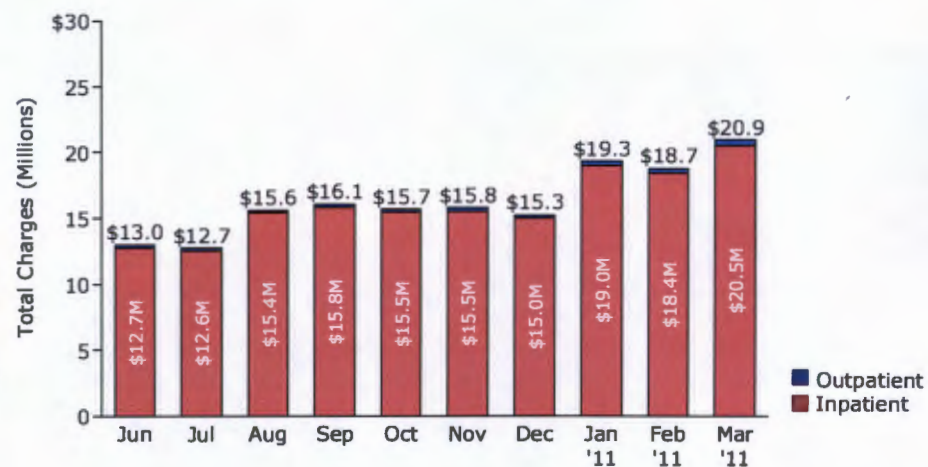
Cook County Approved Inpatient

The 10.9% increase in approved but unpaid accounts in March was due to the 67% increase in volume of approved accounts over prior month...approved but unpaid charges grew substantially as well

Approved but Unpaid Accounts



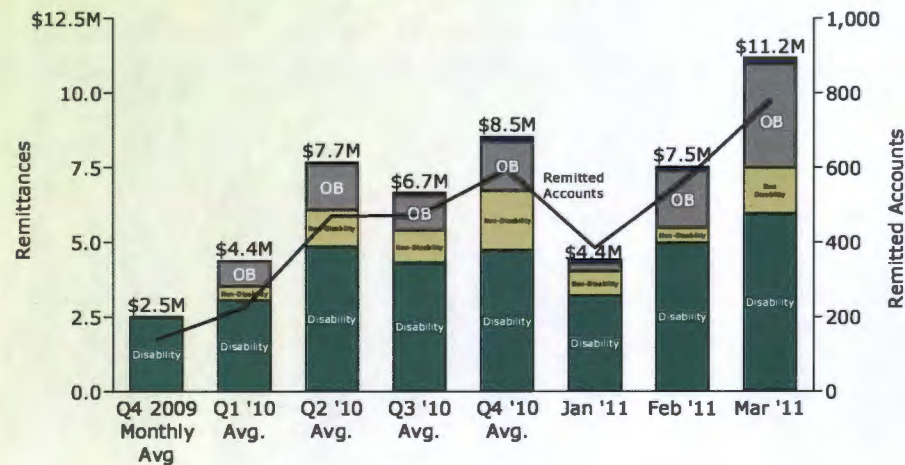
Approved but Unpaid Charges



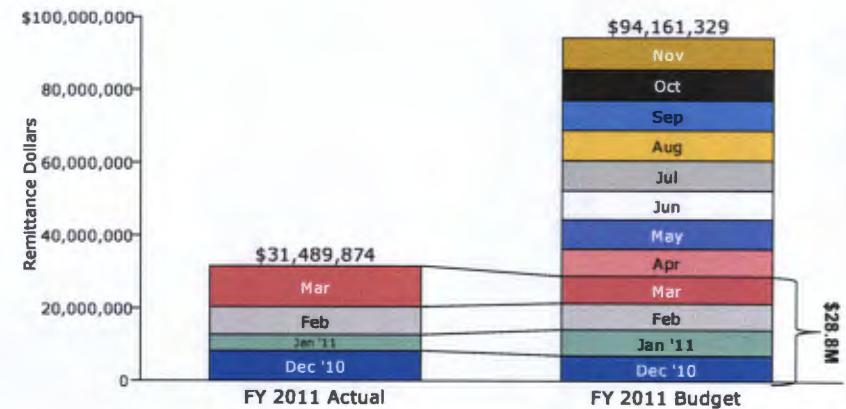
KPI: Remit Dollars

Gross Remit Dollars were an all time record high of ~\$11.2M in March, significantly greater than the \$7.5M in February 2011 and the March \$8.0M budget. Thus far in FY2011, CEA efforts have delivered \$31.5M to the system against a budget YTD of \$28.8M

Actual CCHHS Gross Remittance and Invoiced Accounts



Cumulative Remittance by Month Versus FY '11 Budget

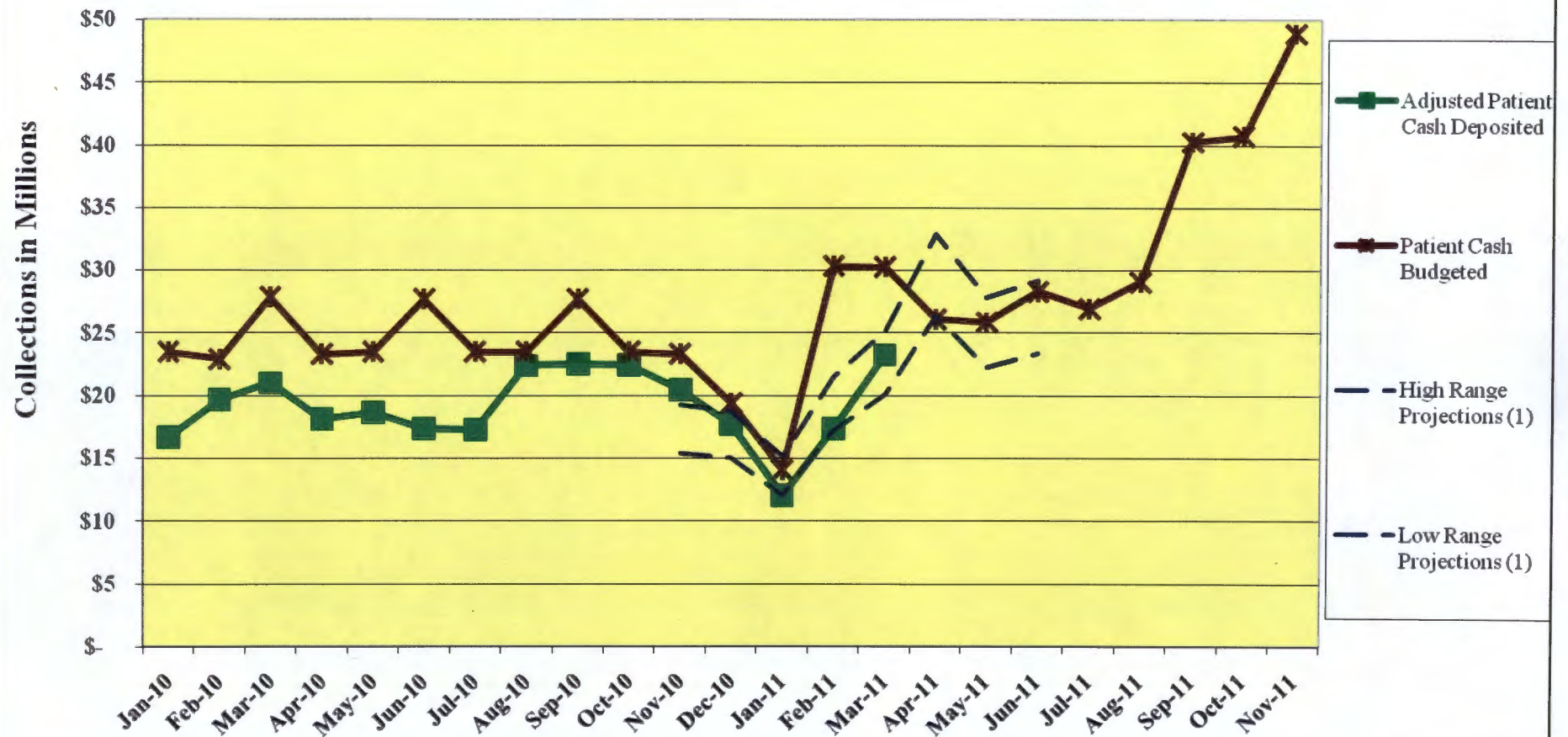


Remitted Accounts

Total	138	224	471	470	595	385	560	775
Dis	138	173	267	245	239	163	260	337
Non-Dis	0	23	39	55	82	57	52	86
OB	0	28	111	57	77	20	62	95
ED	0	0	54	113	197	145	186	257

CCHHS

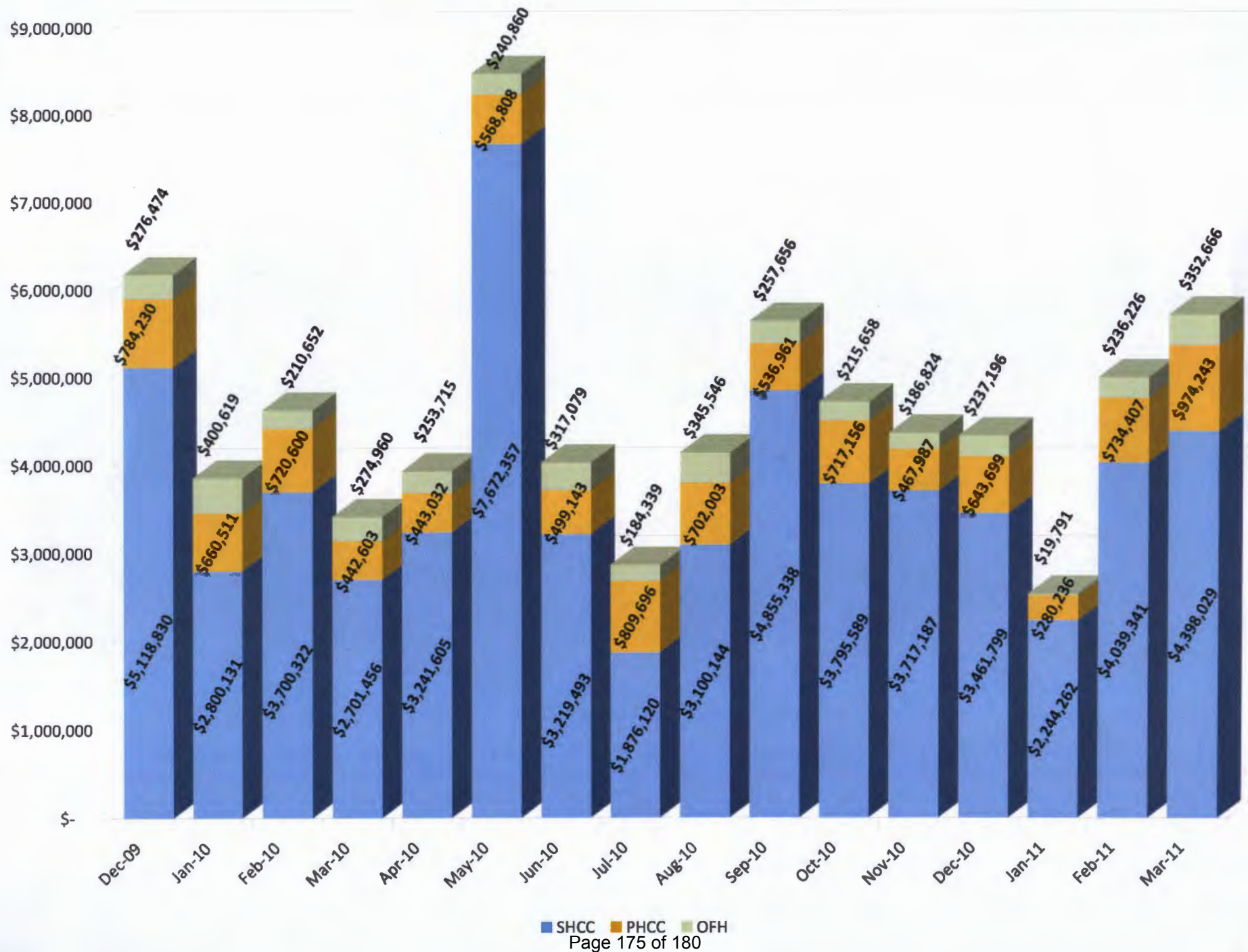
CCHHS Patient Cash Summary



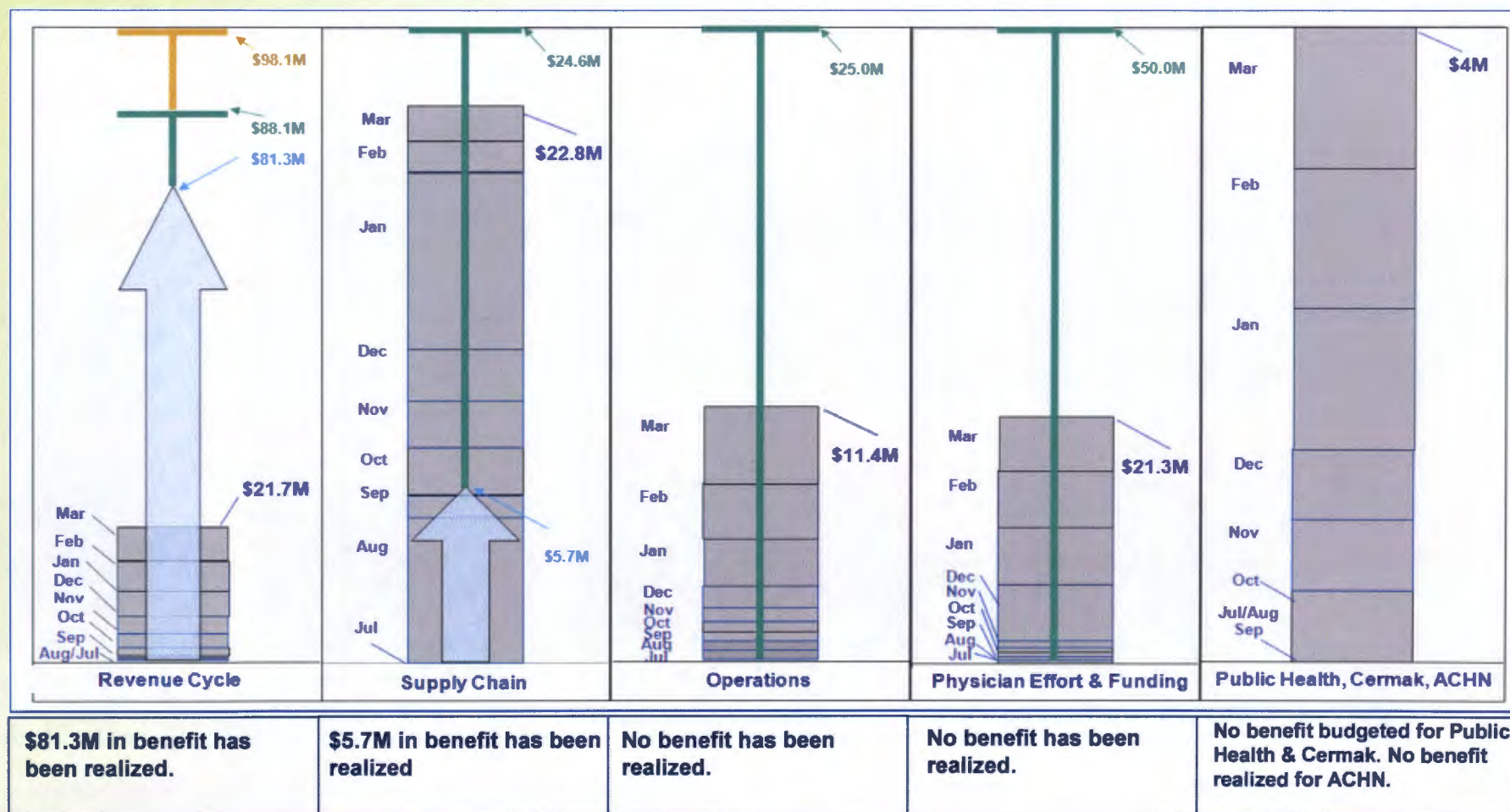
1. Projections based on billed volume through 4/17/11 using 90 day rolling average of projected cash per business day
2. Decrease in Dec cash due to claims delay impact from Siemens migration effective 12/1/10.
3. Incremental decrease in January due to claims delay impact from 1/1/11 price increase implementation.
4. Deposits expected to rebound in Feb, Mar, and April
5. Nov 2011 increase reflects expected Medicaid retroactive rate update; timing of payment is dependent on state resolution.

CCHHS

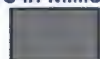
**Cook County Health and Hospitals System Medicare Cash Deposits
December-2009 - March-2011**



Transformation Benefits Dashboard - Overall Progress Status vs. Plan - As of March 31, 2011



All dollar amounts are in Millions.



- Shading indicates budgeted benefit goal



- Blue arrow indicates actual benefit achieved



- Green hash indicates total benefit confirmed but not yet realized



- Yellow hash indicates total benefit with confirmation in progress but not yet realized

Interim Resource and Staff Augmentation (Direct and Indirect Impact On Cash Collections)

Workstream	Subcontractors in Interim Role	PwC Employees in Interim Roles	PwC Employees Supplementing*	PwC in Staff Aug Role	Subcontractor in Staff Aug Role	Grand Total (Head Count)
Supply Chain	Kiesha Harrison	Juanita Stith			Mitch Martin	
		Jerry Olszewski			Emma Fluker	
		Thomas Hunt			Tom Neuhs	
		Lacey Rhodes				
		Jessica Walton				
		Jane Benolkin				
Supply Chain (Head Count)	1	6			3	10
Revenue Cycle	Keith Olenik	Len Mandel		Tracy Raines	Dannie Hawthorne	
	Claude Carter	Lizabeth Maura		Jamie Mumford	Adrian Rosser	
	Beth Hjort	Kathy Archer/Dulcie Mahmud		Matt Bernard	Angela Jones	
	Asha Patel			Mario Melone	Elizabeth Lopez	
				Katie Steel/Rachel Liberatore	Janita Green	
				Yana Cohen	Jessie Hightower	
				Robert Summerous	Larry Clark	
				VBO Staff (20)	Sandra Turner	
					27 Shanoa Blanding	
				Valerie Ostrander (PRN)	Regina Banks	
				Mary Phelps (PRN)		
				April Puzauskas (PRN)		
				John Ruth (PRN)		
				Jose Robles (PRN)		
				Clara Kridle (PRN)		
				Jane Moh (PRN)		
				William Fratangeli (PRN)		
				Urmi Cholera (PRN)		
				9		
Revenue Cycle (Head Count)	4	3		36	10	53
ACHN					Pat Merrill	
ACHN (Head Count)					1	1
Operations		Sandra Fortney	Josette Bender		Kathleen Millgard	
Operations (Head Count)		1	1		1	3
HR		Jessica Dunham	Amy Blake		Maria Pesquiera	
			Meghan Stamps		Phillip Randall	
HR (Head Count)		1	2		2	5
Public Health					Laura McAlpine	
					Mac Grambauer	
					Mairita Smiltars	
Public Health (Head Count)					3	3
Physician Effort & Funding					Carol Schneider	
Physician Effort & Funding (Head Count)					1	1
Cermak	Nancy McLarty					
Cermak (Head Count)	1					1
Grand Total (Head Count)	6	11	3	36	21	77

Note: Supplementing = PwC employees performing day to day tasks to sustain operations that are not transformative.

- Budget review
 - Expense
 - Volume
 - Payer Mix
 - Rates
 - Medicare, Medicaid Settlements
 - Transformation Challenges
 - Investment
 - Manpower
 - Net Forecast Shortfall
 - Next Steps
- Coding outsource
- Grants management program



BRIEFING NOTE

Development of Extramural Funding:

Proposal to Establish a Centralized Sponsored Programs Administration at CCHHS

Background

CCHHS currently participates in externally funded programs totalling \$50 million a year to provide clinical care and undertake clinical research at CCHHS facilities. These programs enable CCHHS to deliver care beyond what is reimbursed by other sources. For example; HIV/AIDS care at CORE Center, public health programs and cutting edge novel therapeutics and diagnostic procedures.

CCHHS does not provide centralized financial oversight, development or support for extramural sponsored programs. The vast majority of these functions are currently provided by an outside organization, the Hektoen Institute of Medical Research. Although the relationship with Hektoen is long-standing, it does not represent the most advantageous or effective model for CCHHS to expand and strengthen its sponsored programs. Rather, CCHHS would be better served by pursuing internal capabilities to make grant applications, monitor performance and issue reports to support individual clinicians who wish to be involved in clinical research.

CCHHS needs to supplement the efforts of its highly effective Institutional Review Board which monitors human subject protection, by providing strong central oversight of the grants that are being operated at CCHHS.

As part of the transformation project started in the second half of 2010 a workgroup was established comprising several senior clinical faculty and administrators. Their charge was to look at the way extramurally sponsored programs are currently conducted at CCHHS and to make recommendations for improvements.

Infrastructure Enhancement for Targeted Funding Opportunity

The workgroup examined the current internal and outsourced infrastructure of the administration of extramural sponsored programs. The workgroup determined that while Hektoen provided meaningful benefits that reduce certain administrative burdens, as an independent entity Hektoen does not adequately promote CCHHS's objectives of establishing greater financial responsibility, regulatory compliance and accountability and of fostering aligned growth.

The workgroup conducted an analysis of current grant availability and discovered that, from the main federal sources alone, there were over 1,300 active RFAs (Request For Applications) on offer, of which at least one-third were appropriate for consideration by CCHHS. This list was refined further by consideration of CCHHS's current strengths and centers of excellence.

The result was a targeted list of 100 grant opportunities worth over \$200 million in total over the lifetime of the awards equating to \$50 million a year in additional funding to CCHHS. Since conducting that analysis several more highly relevant RFAs have been published and a number of RFAs have expired and been reissued. The availability of suitable grants does not appear to be limiting the growth of CCHHS's portfolio of sponsored programs.

Proposed Future Operating Model

The workgroup proposes a future operating model that would facilitate the pursuit of targeted grants and ease their operation once awarded, without impinging on the current processes that are succeeding and without being burdensome to faculty.

The future operating model adds two new management entities to forge a strong collaboration between the administrative and clinical professionals at CCHHS that will be focused on acquiring and operating new sponsored grants.

- 1) Sponsored Programs Committee: SPC will include clinical faculty and senior administrators. The mission of this Committee is to identify, encourage, and actively support extramurally funded

projects, to foster collaboration, and to ensure alignment of activities with the mission and values of CCHHS.

2) Extramural Funding Administration: EFA will provide day to day financial and operating management of sponsored programs conducted at CCHHS. The EFA will report to the CFO and will be led by a three person team with the following primary functions;

- Manage internal and outsourced grant accounting and administration.
- Work with external fiscal agents and collaborators on pre-award and post-award responsibilities.
- Assist investigators in writing non-technical portions of grants
- Develop and maintain a repository of needed demographic data on CCHHS facilities / patients, proformas and precedent documents to facilitate grant writing.
- Develop budgets for protocols/programs.
- Streamline and track internal approvals.
- Facilitate the operation of institutional research policies such as protected time and distribution of Indirect Costs recovered from sponsors.

These additional resources will be funded from incremental indirect cost recoveries generated from more efficient revenue capture on existing grants and the increased volume of extramural sponsorship.

In support of these new procedural elements new policies will be established and existing policies relating to research at CCHHS will be reviewed and updated if necessary.

Collaborations

The workgroup also identified the need for an improved framework for collaboration with academic institutions locally, regionally and nationally. CCHHS already participates in a number of national cooperative research programs and this is a trend that is actively encouraged by grant sponsoring institutions. CCHHS is exploring the expansion of a number of our existing collaborations.

Fiduciary Agents

As CCHHS develops its infrastructure it will still need to continue using third party fiscal agents to assist in carrying out extramural sponsored programs. However, improved CCHHS infrastructure will allow us to ensure greater qualification, transparency and control of external fiscal agents. To this end we anticipate issuing a Request For Information/Qualifications to identify multiple entities to fulfil these critical functions.

Next Steps

The workgroup is working with legal and financial representatives to finalize the operational details in order to proceed with:

- i. Implementing the physician workgroup recommendations to permit the pursuit and operation of a significantly increased level of sponsored funding.
- ii. Seeking new improved relationships with fiscal agents to secure managerial and financial efficiencies in the operation of sponsored programs.